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PRIVATE INDUSTRY COUNCIL

AGENDAS AND MINUTES

1998

Documents have been very irregularly received from the Private Industry Council. Efforts to obtain the missing documents have been unsuccessful. This volume contains those that are available.



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1998



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.  
MEMORANDUM

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TO: ALL COUNCIL MEMBERS

DATE: DECEMBER 23, 1997

FROM:   
GREG MARUTANI, COUNCIL SECRETARY

SUBJECT: DATE FOR JANUARY MEETING OF THE PRIVATE INDUSTRY COUNCIL CHANGED.

The date for the January meeting of the Private Industry Council has been changed from January 13 to Wednesday, January 21, 1998\*. The Council meeting will be held in the auditorium at PG&E's Energy Center at 851 Howard Street beginning at 3:00 p.m., which is our regular meeting location and starting time.

The change is necessary because Steve Arcelona, Raymond Holland and several Council members will be attending the two-day California Workforce Association Legislative Conference in Sacramento on January 12-13, 1998. We apologize for any inconvenience this change in schedule may have caused.

At this time, the other meeting dates for 1998 remain the same. Please mark your calendars.

January 21\*  
March 10  
April 14  
May 12  
July 14  
September 8  
November 10

cc: PIC Staff  
PIC Subcontractors





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

DOCUMENTS DEPT.

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NOTICE of a PUBLIC MEETING  
of the  
PRIVATE INDUSTRY COUNCIL

Please RSVP to the PIC's receptionists at 431-8700 no later than Friday, January 16

DATE:	Wednesday, January 21, 1998
TIME:	3:00 - 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

***Agenda appears on reverse side***

Issued January 8, 1998



If you require special accommodation due to a disability, please call Roberta Fazande at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance

**Know your rights under the Sunshine Ordinance  
(Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415/554-6075.

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

**Tentative Agenda**  
**PRIVATE INDUSTRY COUNCIL**  
**Meeting of January 21, 1998**

- 1. Public testimony on agenda items \* \***
  - 2. Adoption of agenda \***
  - 3. Approval of minutes**  
From the Council's November 18 meeting (enclosed) \*
  - 4. Chairman's report**  
California Workforce Association 1998 Policy and Legislative Conference
  - 5. Forum**  
Steve Arcelona, highlights of the PIC's work in 1997, and what we can look forward to in 1998
  - 6. Committee reports**
    - a. Planning Committee, recommendations for the Homeless Employment Collaborative subcontracts for 1998 (enclosed) — Brent Andrew \*
    - b. Jobs For Youth Committee — Mark Mosher
  - 7. Staff reports**
  - 8. President's report**
    - a. Authorization to proceed with Welfare-to-Work Competitive Grants, with discretion to the President in consultation with the San Francisco Department of Human Services (to be mailed) \*
    - b. Annual report from the City & County of San Francisco Ethics Commission (enclosed)
  - 9. Public testimony on non-agenda items \* \***
- \* *May require action by the Council*
- \* \* *Up to 15 minutes are scheduled for public testimony. The Chairman may set in advance a time limit for the testimony of individuals or organizations.*

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PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

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## MEMORANDUM

**TO:** ALL COUNCIL MEMBERS  
THE HONORABLE MAYOR WILLIE L. BROWN, JR.

**DATE:** DECEMBER 17, 1997

**FROM:** MICHAEL MEE, ACTING CHAIRMAN OF THE PLANNING COMMITTEE

**SUBJECT:** RECOMMENDATIONS FOR THE HOMELESS EMPLOYMENT COLLABORATIVE,  
FIXED UNIT PRICE PERFORMANCE BASED, NEW SUBCONTRACTS (JANUARY 15,  
1998 — DECEMBER 31, 1998)

The Planning Committee recommends the following agencies for funding from the unspent funds of the Homeless Employment Collaborative: Arriba Juntos, Catholic Charities, Center for Employment Training, and Mission Hiring Hall, Inc.

## BACKGROUND

On November 18, 1997 the Private Industry Council approved the Planning Committee recommendation to issue a Request For Proposals (RFP) for the Homeless Employment Collaborative (HEC) unspent funds from the first year of operations. The public notice of an RFP and an announcement of the bidders conference was mailed to approximately four hundred individuals and/or organizations.

A total of thirty-five (35) organizations requested RFP packages at the bidders conference or by mail. By the close of business on the due date, December 5th, the PIC received seven (7) proposals. The available funds in the RFP were \$150,000. The total amount requested by proponents was \$375,552.

Beginning on the evening of December 5th, a task force of three (3) readers began a detailed review of each proposal. The task force was composed of two PIC staff and one staff of the San Francisco Department of Human Services. PIC staff presented their recommendations to the Planning Committee on December 17, 1997.

During the Planning Committee meeting, committee members requested that the process for the staff's reading, evaluating and scoring proposals for funding be examined and in the future more information regarding the content of proposals be provided the Planning Committee members when staff presents its recommendations.

## ENCLOSURE

Table I presents the seven proponents by total ranking in descending order, the proposed training activity, the amount requested and the amount recommended, the fixed unit price for each proponent and the recommended enrollment, placement and other positive termination goals for each proponent recommended for funding.

Enclosure

cc: PIC Staff  
HEC Proponents  
Maggie Donahue, DHS  
Terry Hill, Coordinator, Mayor's Office of Homelessness

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)





TABLE 1

**HOMELESS EMPLOYMENT COLLABORATIVE YEAR TWO  
RANKED BY TOTAL POINTS**

#	PROPOSER	ACTIVITY	SCORE	REQUESTED DOLLAR AMOUNT	RECOM. \$	UNIT PRICE	ENROLL	PLAC.	OTHER POS. TERM.
1.	Arriba Juntos	OCT/BRE	84	\$44,688	\$44,688	\$2,793	20	12	4
2.	Catholic Charities Archdiocese of S.F.	JSS/DP	82	\$81,250	\$22,500	\$1,250	30	16	2
3.	Center for Employment Training	OCT/ESL	80	\$21,889	\$21,889	\$3,127	8	6	1
5.	Mission Hiring Hall	OCT	80	\$77,500	\$62,000	\$3,100	24	20	0
6.	Asian Neighborhood Design	OCT/BRE	77	\$38,325	\$0	\$5,475	NA	NA	NA
4.	Northern California Service League	JSS/DP	75	\$52,500	\$0	\$1,500	NA	NA	NA
7.	Careers Abound, Inc.	JSS/DP	58	\$56,400	\$0	\$1,200	NA	NA	NA
<b>TOTAL</b>				\$372,552	\$151,077		82	54	7

Note: The Unit Price is determined by dividing the dollar amount requested by the total of the number of proposed placements plus the number of proposed Other Positive Terminations (Other Pos. Term.).

OCT/BRE - Occupational Classroom Training/Basic Remedial Education  
JSS/DP - Job Search/Job Preparation Training & Direct Placement  
OCT/ESL - Occupational Classroom Training/English-as-a-Second Language



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PRIVATE INDUSTRY COUNCIL  
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DOCUMENTS

JAN 26 1998

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**MEMORANDUM**

**TO:** ALL MEMBERS OF THE COUNCIL

**DATE:** JANUARY 5, 1998

**FROM:** STEVE ARCELONA

**SUBJECT:** ATTACHED ANNUAL REPORT FROM THE ETHICS COMMISSION OF THE CITY AND COUNTY OF SAN FRANCISCO --- FOR YOUR INFORMATION

Attached is a copy of the first annual report for the City's 1996-97 Fiscal Year on San Francisco's Ethics Commission which we have been asked to distribute to all members of the Council.

Issues that are of common concern to the Commission and the Council are the latter's broad "conflict of interest code" (which is also found in section 58.382 of the "San Francisco Administrative Code"), its "conflict of interest reporting" (the Commission now receives and maintains public files, on behalf of the San Francisco Board of Supervisors and the State's Fair Political Practices Commission, on all members' annual disclosure statements), and compliance with a variety of local, State, and Federal "public access laws".

Because of the rather unique nature of the Council's role in overseeing and governing San Francisco's Job Training System in partnership with the Mayor and because of the rather extraordinary new responsibilities that are being imposed by additional "refugee employment and training programs", a "one stop career center system" (or "San Francisco's Career Link Center System"), "school-to-career" and "school-to-work" programs, the State's and the City's "CalWORKS" and other privately financed "welfare reform employment and training initiatives", "welfare-to-work programs", and possible new Federal legislation for a "workforce development and preparation system" (to mention a few), the number of issues that will be of common concern to the Commission and the Council will undoubtedly increase.

Please let either Ms. Vida or me know if you have any comments, questions, or suggestions about the attached report or issues raised in it.

cc: Virginia Vida

Attachment





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# ETHICS COMMISSION CITY AND COUNTY OF SAN FRANCISCO

December 18, 1997

GEOFFREY  
GORDON-CREED  
VICE-CHAIRPERSON

ROBERT D.  
DOCKENDORFF  
COMMISSIONER

ISABELLA H. GRANT  
COMMISSIONER

PAUL H. MELBOSTAD  
COMMISSIONER

HENRI NORRIS  
COMMISSIONER

VIRGINIA E. VIDA  
EXECUTIVE DIRECTOR

Steve Arcelona  
Private Industry Council  
1650 Mission St., Suite 300, CA 94103-2490

Dear Steve Arcelona:

Enclosed for your information is a copy of the Ethics Commission's Annual Report for FY 1996-97. Additional copies may be obtained from the Commission's Web Site at <http://www.ci.sf.ca.us/ethics/>

We would appreciate your circulating our report to the members of your board.

Sincerely,

*Ginny Vida*

Virginia E. Vida  
Executive Director

*Ref 12/29  
FY  
Return to Mary Kay  
S*



**San Francisco  
Ethics Commission**

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# **Annual Report**

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July 1996 — June 1997



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The Ethics Commission is pleased to provide this report to the Mayor and the Board of Supervisors, which outlines the Commission's progress and accomplishments in its second year of fully staffed operation.

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## A. Background

The Ethics Commission was created by a Charter Amendment approved by the voters on November 2, 1993. The Amendment has been incorporated as Charter Sections 15.100-108, C3.699-10 through C3.699-16, and C8-105. Under the Charter, the Commission serves the public, City employees, elected and appointed officials, and candidates for public office through education and enforcement of ethics laws. The Commission also provides open and consolidated access to public records in ethics-related matters. Its duties include: filing and auditing of campaign finance disclosure statements, lobbyist registration and regulation, administration of the Whistleblower program, conflict of interest reporting, investigations and enforcement, education and training, advice giving and statistical reporting.

The Commission meets regularly on the second Monday of each month at 5:00 p.m. in Room 227, 1390 Market Street, San Francisco, and holds additional special meetings as necessary.

### Membership

The Commission is composed of five members, one each appointed by the Mayor, the Board of Supervisors, the Controller, the City Attorney and the District Attorney. The original members of the Commission were sworn in on June 6, 1994, and the Commission opened its office on a limited basis, in August 1994.

At the close of the period covered by this report, the following members were serving on the Commission:

<u>Commissioner</u>	<u>Appointed by:</u>
Carl L. Williams, Chairperson (appointed 3/97; elected Chairperson 6/97)	Mayor
Geoffrey Gordon-Creed, Vice-Chairperson	City Attorney
Isabella H. Grant (appointed 5/97)	Board of Supervisors
Robert D. Dockendorff	Controller
Paul H. Melbostad	District Attorney

Former Commission Members who also served during FY 1996-97 include Virginia C. Gee and Joseph Julian. Virginia C. Gee, an appointee of the Board of Supervisors, served as a Member of the Commission from its inception, and as Chairperson from June 1995 to April 1997. Joseph Julian,



who was appointed by the Mayor in February 1996, served as a Member of the Commission through February 1997.

### **Legal Advisor**

The San Francisco Charter designates the City Attorney as the Commission's legal advisor. In its initial years of operation, the Commission has benefited greatly from assistance provided by the City Attorney's Office in preparing draft legislation and addressing numerous legal questions that have been raised.

### **Budget**

The Commission's annual budget has increased as follows:

<u>Fiscal Year</u>	<u>Aggregate Budget</u>
1994-95	157,000
1995-96	261,048
1996-97	327,610

For fiscal years 1996-97 and 1997-98, the Commission's budget was approved to maintain the same level of staffing and operating costs/expenses as in previous years. Adjustments were made for salary step and fringe increases. Additionally, \$25,000 was allocated to the Controller's Information Services Division (ISD) in 1996-97, and to the Department of Telecommunications and Information Services in 1997-98, for computer-related services, including necessary hardware and software to develop and maintain an Internet site for public access to campaign finance reports and other data filed with the Ethics Commission.

In the Spring of 1997, a supplemental budget of \$18,270 was approved by the Mayor and the Board of Supervisors. This included \$11,620 for expenditures related to the implementation of campaign reform provisions of State Proposition 208, which went into effect on January 1, 1997; and \$6,520 for expenditures related to the conduct of a special election in June 1997. The supplemental budget brought the Commission's total budget for the fiscal year to a total of \$327,610. The budget breakdown for FY 1996-97 (the period covered by this report) is as follows:

Salaries (Perm. and Temporary)	\$ 190,609
Mandatory Fringe Benefits	47,078
Non-personal Services	37,704
Materials and Supplies	3,949
Capital outlay (hardware)	5,000

Services of Other Depts. (ISD)	<u>25,000</u>
Subtotal	\$ 309,340
Supplemental appropriation	<u>18,270</u>
<b>FY 1996-97 Total aggregate budget:</b>	<b>\$327,610</b>

The Commission's aggregate budget for FY 1997-98 includes an amount of \$100,000 which was placed in unappropriated reserve in July 1997 by the Board of Supervisors. This funding is expected to be incorporated into the Commission's 1997-98 budget in January 1998.

<u>Fiscal Year</u>	<u>Anticipated Aggregate Budget</u>
1997-98	\$427,610 (\$100,000 in unappropriated Board reserve)

### Staffing Levels

During FY 1996-97, there were four full-time, permanent staff members, consisting of an executive director, an investigator/auditor, a whistleblower/educator, and an administrative assistant. The staff also included one part-time, temporary clerical assistant.

With the anticipated transfer of an additional \$100,000 from Board reserve to the Commission's budget, the Commission expects to increase its investigatory/auditing and clerical staff, and to expand its office to larger premises.

### Office Location

Since December 1995, the Commission's office has been located in a small suite of rental space in Fox Plaza at 1390 Market Street, Suite 701. In this location, the Commission has provided public access to campaign, lobbyist and conflict of interest filings, and has enhanced its usage of computer technology. However, the expected addition of new staff in 1998 will require the above-noted expansion to larger quarters.

## **B. DUTIES AND ACCOMPLISHMENTS OF THE COMMISSION**

The Commission's duties and responsibilities are described in San Francisco Charter Section C3.699-11. In its second year of fully staffed operation, the Commission's accomplishments have been significant, both in terms of addressing administrative/organizational issues and in the performance of its charter-mandated duties.

### Campaign Finance Disclosure

Since December 1995 the Commission has administered and enforced the City's Campaign Finance Reform Ordinance (CFRO), approved by the voters as Proposition N in November of that year. The CFRO sets voluntary ceilings on campaign expenditures by candidates, which in turn impact on contribution limits. Per the transition year requirements of the CFRO, the Commission adjusted the expenditure ceilings for the November 1996 election and informed all candidates of this action.

In January 1996 the Ethics Commission assumed responsibility from the Registrar of Voters (later re-named the Department of Elections) for all local campaign finance disclosure filings and related enforcement activities. Since then, the Commission has served as filing officer for four categories of local candidates and committees:

- 1) candidates seeking election to local office and their controlled committees,
- 2) committees formed or existing primarily to support or oppose candidates seeking election to local office,
- 3) committees formed or existing primarily to support or oppose qualification of or passage of a local ballot measure which is being voted on only in San Francisco, and
- 4) county general purpose committees active only in San Francisco.

Per advice received from the Fair Political Practices Commission, the Department of Elections continues to serve as filing officer for all other campaign disclosure statements, such as those filed by candidates for state office, state ballot measure committees and major donors. Supplemental independent expenditure reports and statements from slate mailer organizations are also filed with the Department of Elections.

As filing officer for local campaign filings, the Commission receives and reviews campaign statements disclosing contributions and expenditures filed by candidates, current officeholders and ballot measure committees in San Francisco. It notifies campaign committees of filing requirements, including deadlines. It audits the statements to ensure that campaign contributions and expenditures are within legal limits of state and local campaign laws. It also assesses fees and penalties for failure to adhere to filing deadlines and reporting requirements. Since it began collecting late fines in 1995, the Commission has collected approximately \$15,000 in fines, of which approximately \$10,000 was collected in FY 1996-97. These monies have been deposited in the General Fund as revenue to the City.

In FY 1996-97, the Commission served as the filing office for all local candidates, candidate committees and ballot measure committees for the semi-annual filings on July 31, 1996 and January 31, 1997, and the pre-election filings on October 7 and October 24, 1996 (for the November 4, 1996 election); and on April 24 and May 22, 1997 (for the June 3, 1997 election). Additionally, there were approximately 100 late contribution filings in the two weeks prior to the November 1996 and June 1997 elections. Approximately 250 filing entities are currently active and required to file reports on six different dates over the year. The passage of state Proposition 208 greatly increased inquiries to this office concerning new campaign reform provisions, and as Proposition 208 makes its way through the courts, will continue to require ongoing staff involvement in educating filers, the media and the public about its implementation.

During 1997 the Commission notified department heads and City officials of a provision in the CFRO which prohibits contractors from contributing to the campaigns of City elective officers and candidates for City elective office during negotiations for City contracts which require approval of those officers.

#### Electronic Filing

Of the Commission's 250 campaign filing entities, approximately 100 during this fiscal year met the \$5,000 threshold requirement which mandates Electronic Filing, per Administrative Code Article XIIB Section 16.535-539. These filers are required to file campaign financial statements on electronic disk as well as on paper forms provided by the FPPC.

In this year, the Commission has invested significant budgetary resources and staff time in the development of its electronic filing program. It has extended its contract from the previous year with the Department of Telecommunications and Information Services (DTIS -- formerly ISD, a unit of the Controller's Office) to develop and implement a standard electronic filing format and associated database for campaign finance data submission by all electronic filers, and to maintain the Commission's web site, including the posting electronically filed campaign finance data to the site. Web site display has resulted in wider public access to this information, and has reduced the public's need to visit the office to inspect the paper disclosure forms.

The Commission expects to require electronic filers to use the standard format sometime in the next fiscal year, after it has been made available on a voluntary trial basis. The new format will facilitate posting of campaign finance contributions and expenditures on the web site, and will also expedite the Commission's review of the data with the assistance of automated electronic auditing tools to be incorporated into the database program. The Commission will ensure that its standard filing format includes all information

required by the FPPC and that it is consistent with the standard filing format being developed by the Secretary of State. The Commission also plans to begin development of a voluntary on-line electronic filing program for submission of campaign finance data next year. This will allow filers to file data directly to the Commission's web site, in addition to filing in paper format.

### **Lobbyist Registration and Regulation**

In FY 1995-96, authority to administer and enforce the municipal Lobbyist Ordinance was transferred from the Clerk of the Board of Supervisors to the Commission. The Ordinance requires registration of lobbyists and their clients, and regular reporting of contributions and expenditures from lobbyists representing interests at City Hall and throughout City government. The Commission audits the filed statements to insure completeness and accuracy, and it assesses fees and penalties for failure to adhere to filing deadlines and requirements.

As of June 1997, 53 lobbyists were registered with the Ethics Commission. During the past fiscal year, the Commission issued four Quarterly Summary Reports of Lobbyist Activity. These reports, which are issued to elected officials, the media and the public, provide comprehensive charts and summaries of lobbyist expenditures and activities, including the issues addressed and positions advocated.

During this year the Commission staff expanded the Quarterly Reports to indicate the amount of money paid by business and organization lobbyists to influence local legislative or administrative action.

Also this year, the Ethics Commission collected \$4,285 in Lobbyist Registration fees, which has been deposited in the General Fund as revenue to the City. A Commission proposal to increase lobbyist fees and fines was approved by the Commission and forwarded to the Board of Supervisors in May 1997. (New fees and fines were subsequently approved. See Recommendations to the Mayor and the Board of Supervisors, pages 7-8.)

After conducting public hearings and seeking public comment last year, this year the Commission issued a revised and expanded Lobbyist Manual, which provides a copy of the Lobbyist Ordinance, clear and concise instructions with examples, and revised forms for lobbyist and client registration and reporting of activities. The Commission contemplates a second revision to the Lobbyist Manual in FY 1997-98. (See page 8.)



## Policy Recommendations to the Mayor and the Board of Supervisors

The Commission makes recommendations to the Mayor and the Board of Supervisors governing campaign finance reform, adoption of and revision of City ordinances relating to conflict of interest, lobbying and governmental ethics, and may submit to the voters ballot measures proposing Charter amendments pertaining to ethics-related issues.

In June 1997, the Commission forwarded to the Mayor and the Board of Supervisors three proposed amendments to the Lobbyist Ordinance. This legislation, as amended and approved by the Mayor and the Board of Supervisors in FY 1997-98, contains the following provisions:

### New Lobbyist Ordinance Provisions

- Amends section 16.523 to include in the definition of the term "City Officer" the Board of Education, Community College Board, Housing Authority, Redevelopment Agency, and Transportation Agency. (Persons who lobby the above entities are now required to report contacts with, and activity expenses which benefit, members of these agencies.)
- Amends section 16.524 to increase annual lobbyist registration and re-registration fees from \$35 to \$300; increase lobbyist client registration fees from \$15 to \$50; and increase late filing fines from \$10 per day to \$25 per day. (The Commission expects annual income to the City from lobbyist fees and fines to increase from \$5,250 to approximately \$27,800. This amount will reimburse the City for about 75 percent of the costs of administering the Lobbyist Program.)
- Amends section 16.526 to provide that whenever a lobbyist is required to report salary payments to an employee because the employee is also a City officer, the lobbyist need only disclose, in a check-off format, whether the total salary payment is less than \$250, greater than \$250 but less than \$1,000, greater than \$1,000, but less than \$10,000, or greater than \$10,000. (This amendment was approved by the Board and the Mayor in FY 1997-98. The check-off format, which would replace a requirement that the exact salary be reported, addresses privacy considerations raised by lobbyists.)

### Further Anticipated Revision of the Lobbyist Ordinance

Over the past year the Commission staff has performed a careful review and analysis of the Lobbyist Ordinance in light of its practical experience in administering, enforcing and providing advice on this legislation. Accordingly, in the next fiscal year the Commission anticipates that it will

propose to the Board of Supervisors an extensive revision of the Lobbyist Ordinance, based on further recommendations from the staff. These will include substantive changes as well as revised language that will clarify the requirements and make the Ordinance easier to understand.

### **Conflict of Interest Reporting**

In FY 1995-96, responsibility for conflict of interest reporting was transferred from the Clerk of the Board of Supervisors to the Commission. Since then, the Commission has served as the filing officer for Statements of Economic Interests (SEIs) for elected and appointed officials, department heads and members of designated boards and commissions who are required to file these statements in accordance with the Political Reform Act and Chapter 58 of the San Francisco Administrative Code.

The Commission notifies filers regarding filing deadlines and requirements, issues instructions on how to complete the forms, reviews filings, requests amendments where necessary, assesses fees and penalties for failure to adhere to filing deadlines and requirements, and makes available on its web site a list of persons who have or have not filed. The Commission performs comprehensive oversight of the program, and provides information and advice to filers.

This year, over 500 department heads and members of boards and commissions filed their Statements of Economic Interests directly with the Commission. Beginning this year, the Commission began posting on its Internet web site the names and departments of persons required to file SEIs with the Ethics Commission. Additionally, hundreds of designated employees also file SEIs with their department heads. These reports are located at the department heads' offices. This year, the Commission began making presentations to employees of City departments on how to complete the SEI Form 700. Expansion of this educational program is anticipated in the coming year.

### **Investigations and Enforcement**

The Commission investigates complaints filed regarding violations of ethics laws, including campaign finance, lobbying, conflict of interest and governmental ethics. The Commission is authorized to process complaints, hold hearings and issue findings, as outlined in the Charter and in the Commission's Regulations for Investigations and Enforcement Proceedings.

A major accomplishment this fiscal year was the Commission's publication of its revised Rules and Regulations for Investigations and Enforcement Proceedings. Approved by the Commission in May 1997 after extensive

public comment and analysis by the Commission members and staff, the Regulations became effective in July 1997 following review by the Board of Supervisors. The new Regulations are much clearer, more readable and better organized than the original document, and also include a more streamlined and effective process for investigation of complaints and implementation of enforcement provisions. The revised Regulations are available from the Commission office or its web site address: <http://www.ci.sf.ca.us/ethics/> A significant change in the Regulations allows the Commission staff to conduct a preliminary inquiry regarding a complaint before making a recommendation to the Commission as to whether a formal investigation should be authorized.

A Complaint Form, approved this year, was posted to the Commission's web site address. The new form, which provides guidance and assistance to complainants, has encouraged the provision of relevant information and has encouraged submission of complaints on matters within the jurisdiction of the Commission.

During FY 1996-97, the Commission processed 26 complaints, compared to 11 in the same period last year. Per the provisions of the Charter, all complaints are confidential.

#### **Whistleblower Program**

Since 1995, the Commission has administered the City's Whistleblower program, formerly administered by the Mayor's Office. The Commission processes Whistleblower complaints alleging violations of the Improper Governmental Activities Ordinance, in accordance with the Charter and Rules and Regulations for Investigation and Enforcement Proceedings, and works appropriately with other City departments to resolve these complaints. Alleged violations of the Improper Government Activities Ordinance include, but are not limited to, corruption, fraud, theft of City property, retaliation, bribery, and misuse of government property.

In June 1997, the Commission authorized the establishment of a dedicated Whistleblower telephone line (the "Whistleblower Hotline") to encourage the filing of complaints alleging violations of the City's Improper Government Activities Ordinance. The Hotline, at (415) 554-9515, was activated in July. An announcement was sent to department heads, along with a flyer, with a request that it be posted on departmental bulletin boards. The number complaints filed with the Commission increased dramatically following the establishment of the Hotline and attendant publicity.



### Public Access Laws

The Commission has continued to assist the public with numerous inquiries and issues related to laws governing access to, and participation in, open meetings as well as access to public records. These include the City's Sunshine Ordinance.

### Education and Training

The Commission administers an education and training program for City employees, City officials, candidates for office and the general public. The Commission conducts meetings and seminars on ethics issues, makes presentations, and produces and distributes educational materials.

In cooperation with other appropriate entities and resources, the Commission has begun to participate in and implement a variety of outreach efforts to provide education and training to City officials and employees, constituent groups and the public. The Commission continues to distribute a brochure regarding its mission and services. The Commission has produced and distributed informational materials on a variety of subjects including the filing of Statements of Economic Interests, and the provisions of the Campaign Finance Reform Act. The Commission has also issued several press releases in the past year highlighting its actions and activities.

Presentations. During this year, through the Executive Director, presentations about the work of the Ethics Commission have been made to various representatives of other cities, states and nations. The Commission staff also made three presentations to designated City departmental employees who are required to complete and file Statements of Economic Interests with the Commission or their department head. In the next fiscal year, the Commission anticipates hosting, with the Department of Elections and the FPPC, a workshop for candidates and committee officials to provide information and assistance related to campaign ordinance requirements, in preparation for the June and November elections. It also anticipates presenting a workshop for electronic filers on a standard mandatory filing format to be introduced by the Commission.

Expansion of Internet Web Site. The Commission has worked with the Department of Telecommunications and Information Services to maintain and update the Ethics Commission web site on the City of San Francisco's Home Page. Significantly expanded during this year, the Commission's web site now includes:

- General information about the Ethics Commission

- Campaign financial disclosure data (contributions and expenditures) filed by candidates and committees
- Electronic filing requirements
- The Commission's annual reports and by-laws
- Biographies of Ethics Commissioners
- Text of the Lobbyist Ordinance
- Quarterly lobbyist reports
- Lobbyist Manual
- Commission meeting agendas and minutes
- Revised Regulations for Investigations and Enforcement Proceedings
- Complaint form
- Draft legislation under consideration by the Ethics Commission
- A list of persons who have (or have not) filed Statements of Economic Interests
- A link to FPPC campaign disclosure laws
- A summary of provisions of state Proposition 208 re: campaign finance

In the coming fiscal year the Commission anticipates completion of a project to post to its web site all local ordinances regarding campaign finance, lobbying, conflict of interest and governmental ethics.

**Affiliations.** The Commission is a member of the Council on Governmental Ethics Laws (COGEL), and has served on the nominating committee and been represented at its annual conference. The Commission has also been represented at the Berkeley Graduate Theological Union Center for Ethics and Social Policy.

#### **Filings, Advice and Information**

The Commission serves as the filing office for campaign finance, lobbying, and conflict of interest reports and forms. All filings are maintained in the Commission's offices for public access, and are increasingly being made available electronically on the Commission's web site address: <http://www.ci.sf.ca.us/ethics/> The Commission provides opinions, formal and informal advice and information on the City ordinances and regulations over which the Commission has jurisdiction.

In the last year, telephone calls to the Commission have doubled, as staff members have responded to over 2000 inquiries:

- 180 inquiries re: the nature/work of the Commission
- 350 inquiries re: campaign finance disclosure
- 820 inquiries re: lobbyist ordinance requirements
- 375 inquiries re: statements of economic interests

- 45 inquiries re: Whistleblower issues
- 240 inquiries from the media

In this year, approximately 700 persons have visited the Commission's office to access and research information contained in the public records filed with the Commission. Commission staff members provide assistance to the public in locating records, and in making both paper and disk copies of statements filed. Additionally, the Commission has responded to written requests, and issued letters of informal advice on ethics-related matters.

### Staffing

The approval of the Commission's FY 1996-97 supplemental budget request allowed the Commission to retain, through the end of the fiscal year, the services of a part-time, temporary clerical assistant. The additional staffing allowed for more timely processing and organizing of paper filings and the creation of electronic databases to log and track campaign disclosure filings, and to create mail merges to expedite the Commission's frequent notices and mailings to campaign filers, elected officials, department heads and members of boards and commissions. The need for such notification was increased by voter approval of state Proposition 208, which included several campaign reform provisions.

The Executive Director worked with the Department of Human Resources to arrive at appropriate reclassifications of the three permanent staff positions reporting to the Executive Director. The new classifications provided more accurate descriptions of duties performed and allowed for modest salary increases for those positions.

The position of Whistleblower/Educator became vacant in April 1997. Candidates were recruited and interviewed, and the position was filled that month.

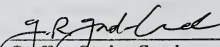
Training and education for staff has been provided in cooperation with the State's Fair Political Practices Commission on the filing of campaign finance reports and duties of filing officers regarding statements of economic interests. The Department of Telecommunications and Information Services has also provided training for Commission staff in the use of database software applications related to electronic filing of campaign financial disclosure statements.

## C. FUTURE INITIATIVES

During FY 1997-78, the Commission will identify and calendar for implementation the priority issues and projects that will most effectively fulfill its Charter mandates. The Commission will consider various proposals to clarify and otherwise improve the City's ordinances pertaining to political campaigns, lobbyist activity, governmental ethics (the Whistleblower program) and conflicts of interest. It will consider proposals to issue or revise regulations pertaining to ordinances within its jurisdiction. The Commission will also identify its priority educational programs and publications.

In November 1997 voters approved a ballot measure which creates registration and reporting requirements for political consultants. As with the CFRO, this will result in additional responsibilities for the Ethics Commission, beyond those originally delineated in the Charter.

Finally, the Commission will assess its budget needs for a supplemental budget request to be submitted for FY 1997-98, and for its new initiatives budget for FY 1998-99. The Commission's Charter mandates are considerable, and its jurisdiction and responsibilities have continued to expand. In its first two years of fully staffed operation, the Commission has taken significant steps towards fulfilling its mandates. The expected addition of \$100,000 to its FY 1997-78 budget will significantly increase its effectiveness. But significant additional resources will be required to expand its investigative, auditing and educational staff if the Commission is to address each of its mandates in a way that will most meaningfully serve the public interest.

  
Geoffrey Gordon-Creed  
Vice-Chairperson

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PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

**DRAFT of MINUTES**

for a meeting  
of the Private Industry Council of San Francisco

January 21, 1998

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**Members present:** Chairman Gary Fitschen, Mr. Brent Andrew, Ms. Linda Davis, Ms. Mary Edington, Mr. Will Lightbourne, Mrs. Leslie Luttgens, Mr. Craig Martin, Ms. Phyllis McGuire, Mr. Michael Mee, Mr. Maurice Lim Miller, Mr. Mark Mosher, Mr. Brian Murphy, Mr. Kes Narbutas, Ms. Carol Piasente, and Mr. Fairfax Randolph

**Staff present:** President Steve Arcelona, Ms. Brenda Brown, Ms. Joyce Crum, Mr. Wes Dixon, Mr. Alfredo Fajardo, Ms. Karen Hart, Mr. Ray Holland, Mr. Jim Kennedy, Mr. Greg Marutani, Mr. Glen Nethercut, Mr. Sululagi Palega, Mr. Duran Rutledge, and Ms. Clara Wong

**Public present:** Ms. Julie Bayley, Mr. Kevan Carter, Ms. Blanche Clyburn, Mr. David Cummings, Ms. DeeAnne Davis, Ms. Carrie Dipman, Mr. Mark Harmon, Ms. Natalie Lopes, and Mr. Lester Wong

The meeting began at 3:10 p.m. one member short of a quorum.

**Chairman's report**

**California Workforce Association 1998 Policy & Legislative Conference**

Mr. Fitschen reported on the California Workforce Association 1998 Policy & Legislative Conference, which was held January 13 and 14 in Sacramento, and which he attended along with Vice Chairman Martin and Council members Mr. Andrew and Ms. Lee, and from PIC staff, Mr. Arcelona and Mr. Holland. Under federal welfare-to-work legislation, \$3 billion in block grants will be distributed to the states in 1998 and 1999, with states providing a 50% match. This effectively turns over the problem of moving individuals from welfare to work over to local government, which Mr. Fitschen said he believes will be effective but is also "daunting". Following the conference, some of San Francisco's delegation met with an aide of Assemblyman Kevin Shelley.

Mr. Arcelona noted that the first welfare-to-work block grants will be coming in the next few months, with many of them going to local PICs and county welfare offices. Unlike the more restrictive Job Training Partnership Act, welfare-to-work includes a wide variety of allowable activities for providing services. PIC staff will most likely be coming to the Council at its March meeting with some early plans.

A quorum was achieved with the arrival of Mr. Martin and Mr. Randolph.

**Public testimony on agenda items**

There was no public testimony on agenda items.

**Adoption of the agenda**

The agenda was adopted as submitted and approved by the Council.



## Approval of minutes

A motion by Mr. Martin to approve the minutes for the Council's November 18 meeting as submitted was seconded by Mr. Randolph, and unanimously approved.

## Forum

During his presentation, Mr. Arcelona outlined highlights of the PIC's activities during 1997 a period when the PIC managed nearly \$13 million in funds from various sources and served over 5,000 individuals. Funding and programs managed by PIC continue to expand, he added.

He singled out the efforts of PIC's subcontractors and of PIC staff whose hard work in planning, gathering statistics, bookkeeping and monitoring have resulted in continuously clean audits.

*One-Stop Center:* Perhaps the most exciting news in 1997, Mr. Arcelona said, was that San Francisco's One-Stop Career Center received \$651,000 in funding from the state. The idea of One-Stops is to make services more accessible and to ensure that those agencies providing services respond more quickly to those wanting assistance, such as job seekers and employers.

*Homeless Employment Collaborative:* PIC's Homeless Employment Collaborative completed its first full year of operations at the end of September 1997. Federal funding is for \$3 million dollars over three years, and is part of San Francisco's broader \$23 million, three-year Supportive Housing Program, which seeks to provide an integrated housing, health and human service system for individuals and families who are homeless. In 1997 the Collaborative enrolled 393 individuals, and placed 170 of these in unsubsidized employment. Average hours worked per week at placement was 32 hours, and the average wage was \$7.97 per hour.

*Refugee program:* PIC's Refugee program nearly doubled in size last year to \$1.2 million following a long-overdue adjustment in the way funds are allocated to San Francisco. Of the 373 men and women enrolled, 159 were placed in employment, and of those working, 81% earned enough to get off public assistance all together.

*Summer youth programs & Jobs For Youth:* In 1997, work experience and academic enrichment summer programs for youths were operated as one large program. These included the JTPA Summer Youth Employment and Training Program (SYETP), the Housing Authority Summer Youth Program (HASYP), and the Summer Training Education Program (STEP). A total of 2,205 youths were given the opportunity to work and learn this summer through these combined programs: 1,925 from SYETP, 174 from STEP, and 106 from HASYP.

In addition San Francisco's private sector effort, Jobs For Youth, provided employment to over 1,000 youths between the ages of 14-24 throughout 1997.

*JTPA:* For PIC's year-round JTPA programs, excluding summer, some 436 different employers hired 711 JTPA graduates, and 70% of the employers who hired the 831 JTPA participants between July 1994 and February 1996 provided health benefits. PIC served individuals from most of San Francisco's diverse ethnic community. Services went overwhelmingly to people with lower incomes and many public assistance recipients, but laid-off workers made up over 400 of the 1,525 individuals enrolled in PIC's year-round programs.

*Move:* PIC moved from the EDD building at Turk and Franklin streets to a new office at 1650 Mission Street in September. That move came just two years after the move from Market Street.

Mr. Arcelona outlined some highlights of the current year:

- At the beginning of January, the U.S. Deputy Secretary of Labor Kitty Higgins visited the San

Francisco PIC, attending a meeting of organizations who are part of the One-Stop Center and visiting a PIC training program at Goodwill Industries. Some Council members attended.

- A youth member will soon join the Council.
- A web site is planned to provide information about the PIC and its subcontractors, services available to job seekers and employers, and on-line copies of the Occupation Outlook reports, recent issues of the PIC Journal, and Annual Report.
- "The Making Sense of Tax Credits Guide" for employers will be published.
- A significant amount of welfare-to-work funds will increase the PIC's programs to assist those moving from public assistance to self-sufficiency.
- Capacity Building funds will provide more training opportunities to staff of the PIC and its subcontractors. Last year some 200 individuals benefited.
- The U.S. Department of Labor will be approving some JTPA waivers this year, and San Francisco must decide which, if any, to implement.
- This year, Mr. Arcelona said that visits will be conducted for Council members of subcontractor sites. One or more Council meetings will also be scheduled at subcontractor offices. Mr. Randolph, who suggested this idea, noted that when he was a member of the board of the San Francisco Education Fund it helped to visit schools so as to "bring the numbers to life."

## **Committee reports**

### **Planning Committee**

Referring to his December 17 memorandum, Mr. Mee, acting chairman for the Planning Committee's meeting on that date, reported on the Committee's recommendation that Arriba Juntos, Catholic Charities, Center for Employment Training, and Missing Hiring Hall receive a total of \$151,077 in unspent Year One funds for the Homeless Employment Collaborative. These new fixed unit price performance based subcontracts would be for the period January 15 through December 31, 1998.

Mr. Martin said he questioned at the meeting the cost effectiveness of allocating over two-thirds of the funds for Occupational Classroom Training (OCT) which has a per-person served price of \$2,793 to \$3,100 as compared with Job Search/Job Preparation Training and Directed Placement (JSS/DP), which has a per unit cost of \$1,250. Mr. Martin asked staff to prepare more flexible recommendations in the future so that the Planning Committee could have more options to consider. Mrs. Luttgens said she appreciated Mr. Martin's concern, but observed that some participants are more ready for work and are best served by JSS/DP while those less prepared are better assisted through the more intensive OCT.

Mr. Martin made a motion to approve the Committee's recommendations, and it was seconded by Ms. McGuire, and approved by the Council, with Mr. Miller abstaining. Conflict of interest forms were signed by Council members.

### **Jobs For Youth**

Jobs For Youth has been quite successful in fund-raising recently, Mr. Mosher reported, gaining \$10,000 from the GAP Foundation for general support, \$4,000 from Entrustment, a fund under the United Way, and \$10,000 from the Mayor's Office of Children, Youth and Their Families. JFY's annual fund-raising campaign with members of the Committee on JOBS begins in a few

days, and hopes are to raise \$80,000 in general support. Finally, JFY, in collaboration with the San Francisco Chamber of Commerce, is seeking \$125,000 per year for three years from the Irvine Foundation to support an improved, expanded and sustainable system for involving the employer community in career-related efforts for youths.

The annual JFY Breakfast will be held in April, Mr. Mosher announced. Mr. Claude Rosenberg of RCM Capital and Mr. E. David Ellington of NetNoir have agreed to serve as chairmen of the event, representing respectively the large and small business communities.

### **Nominating Committee**

Ms. Piasante asked Council members' assistance in identifying nominees for two vacancies on the Council: a community representative position to be filled by a young person between the ages of 14 and 21 years of age and an employer seat.

### **Staff reports**

#### **Ethics Commission**

Mr. Holland referred Council members to the annual report from the Ethics Commission of the City and County of San Francisco, the entity to which PIC submits its annual Statement of Economic Interest forms.

Mr. Holland also noted that the Board of Supervisors is currently looking at the degree to which nonprofits contracting with the City comply with the City's Sunshine Law. PIC does better than most City departments in this regard, he said, and also meets or exceeds the state's Brown Act requirements.

Mr. Mosher noted that the Supervisors are considering adopting tough reporting and open meeting rules for nonprofits contracting with the City in order to make their operations more open to the public. This would make the work of nonprofits even more difficult, he added.

### **President' report**

#### **Mayor & STEP**

Mayor Brown will be visiting students of the STEP School-to-Career Program "Stepping into the Future with Excellence, Commitment, and Responsibility" next Tuesday, February 3 from 11:30 a.m. to 12:30 p.m. The event will be held at Downtown High School. Mr. Arcelona encouraged interested Council members to attend.

### **Welcome**

Mr. Arcelona welcomed Mr. Dwayne Jones, the new director of Young Community Developers.

### **Welfare-to-work proposals**

The U.S. Department of Labor is soliciting proposals for funding to serve TANF recipients under the welfare-to-work competitive grants. Local PICs and/or county welfare offices are required to sign off on proposals, which are then submitted to the state for further screening. Mr. Arcelona said one possibility is to combine some or all of San Francisco's proposals into a single proposal.

A motion authorizing the President to submit proposals to the state on behalf of the Council was made by Mr. Randolph, seconded by Ms. Davis, and approved by the Council.

### **Public testimony on non-agenda items**

There was no public testimony on non-agenda items.

The meeting was adjourned at 4:15 p.m.





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

**NOTICE of a PUBLIC MEETING  
of the  
PRIVATE INDUSTRY COUNCIL**

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Please RSVP to the PIC's receptionists at 431-8700 no later than Friday, March 6

DATE:	Tuesday, March 10, 1998
TIME:	3:00 - 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

*Agenda appears on reverse side*

Issued February 27, 1998



If you require special accommodation due to a disability, please call Roberta Fazande at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance

**Know your rights under the Sunshine Ordinance  
(Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415/554-6075.

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

## Agenda

### PRIVATE INDUSTRY COUNCIL

*Meeting of March 10, 1998*

**1. Public testimony on agenda items \* \***

**2. Adoption of agenda \***

**3. Approval of minutes \***

From the Council's January 21 meeting (enclosed)

**4. Chairman's report**

**5. Forum**

*San Francisco's School-to-Careers program* — Stephanie Shmunnes, Executive Director, School-to-Career Partnership

**6. Committee reports**

a. Evaluation Committee — Leslie Luttgens

1. *Recommendations* for the designs of the JTPA and Welfare-to-Work Plans (enclosed) \*

2. *Report* on three topics: entrepreneurship programs, soft skills and temporary employment, and union jobs (enclosed)

b. Planning Committee, review and recommendations of JTPA program evaluations, Program Year 1996-97 and first six months of PY 1997-98 (enclosed) — Brent Andrew \*

c. Jobs For Youth Committee (enclosed) — Mark Mosher

**7. Staff reports**

Reminder of the March 30th due date for each Council member's Statement of Economic Interests for 1997 — Greg Marutani

**8. President's report (to be mailed) \***

a. Department of Labor Welfare-to-Work grants

b. California's One-Stop Career Center System, solicitation for proposals

c. Grant to serve elderly refugees

d. Making Sense of Tax Credits

e. Office space for 1998 Summer Youth Employment & Training Program staff

**9. Public testimony on non-agenda items \* \***

\* *May require action by the Council*

\* \* *Up to 15 minutes are scheduled for public testimony. The Chairman may set in advance a time limit for the testimony of individuals or organizations.*



PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

**FORUM**

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**Topic**

San Francisco's School-to-Careers program

**Presented by Stephanie Shmunes**

Stephanie Shmunes was recently named the first Executive Director of the San Francisco School-to-Career Partnership, a position she is serving as a loaned executive from Charles Schwab & Company for six months. During this period, Shmunes will guide the development of a three-year work plan to create internships for students, externships for teachers, and the reformulation of curriculum in San Francisco schools.

Shmunes has worked closely with San Francisco Chamber of Commerce staff and representatives of the San Francisco Unified School District and San Francisco City College since May 1997 in her capacity at Schwab as Director of Civic and Community Affairs for Vice Chairman Larry Stupski.

Shmunes brings to the partnership experience in both private and nonprofit management and a keen understanding of the issues. She served as program director of Jobs For Youth for two years, and holds and MBA from the Haas School of Business and UC Berkeley.





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MEMORANDUM

TO: ALL MEMBERS OF THE COUNCIL  
MAYOR WALLIE L. BROWN, JR.

DATE: FEBRUARY 19, 1998

FROM: *Leslie Luttgens*  
LESLIE LUTTGENS, CHAIRWOMAN

SUBJECT: EVALUATION COMMITTEE RECOMMENDATIONS FOR THE DESIGNS OF SAN  
FRANCISCO'S PY'98-'99 (JTPA) JOB TRAINING AND "WELFARE-TO-WORK" PLANS

**Design of San Francisco's PY'98-'99 Job Training Plan and Key Dates:**

Federal law requires that:

- a preliminary version of San Francisco's Job Training Plan for Program Years 1998 and 1999 (i.e., for the period from July of 1998 to June of 2000) be published for public review and comment **by March 3rd** of this year; and
- a final version of that Plan be approved by the Mayor and the Private Industry Council **by April 12th** (which is a Sunday) and submitted to the State's Employment Development Department (EDD) for the Governor's approval within thirty days of that date.

That Plan will contain approximately a dozen different subsidiary plans authorized under the federal *Job Training Partnership Act* (JTPA) for year-round training and placement services for economically disadvantaged adults and youths (which include recipients of all public assistance benefits), for workers who have been dislocated for their jobs by reasons outside of their control, and for the creation of summer jobs for economically disadvantaged youths.

While the EDD has yet to confirm or clarify any of the preceding dates, it is intended that the Plan and all subsidiary plans and subcontracts with the PIC that would be authorized under it (with the exception of the Summer Youth Employment and Training Program Plan or SYETP, which is discussed subsequently), would be ready for implementation **by July 1st of this year**.

Since San Francisco's current PY'96-'97 Job Training Plan was developed and approved in early 1996:

- there have been significant changes in the vitality of San Francisco's general economy affecting both the mix and the number of jobs for which there are unmet demands for skilled labor (e.g., demands for products and services produced by local industries have increased significantly, numerous construction projects are now being implemented or are poised to be implemented, the number of unsubsidized jobs has increased measurably, San Francisco's official unemployment rate has decreased from around five percent to nearly three percent, etc.); and
- there have been significant changes in the composition of local skill labor supply (e.g., persons who were previously considered to be economically disadvantaged, structurally unemployed, or both are now employed and in improved economic statuses, significant numbers of public assistance recipients who were not previously considered to be members of the local labor force have been or will be added to it by "welfare reform", etc.).

In the PY'97 Modification to the current Plan (which was approved early last year), most of these changes (e.g., "welfare reform", etc.) were anticipated, specific modifications were incorporated to address them, and new pools of proposed subcontracts were established for the three-year period from PY'97 to PY'99.

After examining available data on changes in skilled local labor supply and demand which are occurring, the Committee cannot at this time **recommend** any major changes in the overall design of the modified PY'96-'97 Plan for PY'98-'99.

Based on representations of the Staff, the Committee believes there is probably sufficient authority and flexibility in the design of the present modified plan to incorporate new initiatives related to:

- providing increased attention to training in the "soft skills";
- increasing coordination between job training programs and "temporary employment agencies"; and
- increasing coordination between job training programs, organized labor, and apprenticeship training programs.

If this proves not to be the case in any of the three areas, the design of San Francisco's PY'98-'99 Job Training Plan could always be modified by the Council and the Mayor at a later date.

Although neither should affect the overall design being recommended for the PY'98-'99 Job Training Plan:

- the Staff will be **recommending** to the Planning Committee some relatively minor changes in the implementation of that modified plan as a result of some preliminary PY'97 program data; and,
- as a result of issues raised by the EDD, Staff **may be recommending** revisions to some standards that have previously been approved by the Council for "Youth Employment Competencies" (YECs).

Because the San Francisco Unified School District (SFUSD) is changing its summer school schedule from up to six hours per day for four weeks to up to four hours per day for six weeks (or from June 15th to July 24th of this year), the Committee is **recommending** the following changes in the 1998 Summer Youth Employment and Training Program (SYETP) Subpart of that Plan:

- all 1998 SYETP subcontracts should be selected, negotiated, and executed **on or as soon after April 1st of this year as is possible**;
- subsidized employment in work experience positions should begin on June 15th, at 20 hours per week for 7.8 weeks, at the State's new minimum wage of \$5.75 per hour, and should end on or about August 7th; and,
- based on these changes, the Committee is **recommending** for the educational component designed for younger eligible youths (i.e., generally those who are 17 years of age or younger) that:
  - the SFUSD provide an educational component at multiple sites which would run concurrently with the work experience component (e.g., the sites could include the University of California at San Francisco Medical Center, the University of San Francisco, San Francisco State University, the Southeast Community College campus, SFUSD school sites, and any other sites that would also be serving as work sites for youths participating in the work experience component, that would be directly related to the work being performed by the participating youths, or both);
  - the education component be offered for six weeks (from June 15th to July 24th), for 2 hours and 15 minutes per day, and participating youths will be awarded 5 units of academic credit for successful completion;
  - youths attending classes under the educational component be paid \$5.75 per hour; and,
  - for older eligible youths (i.e., those who are 18 years of age or older) staff is recommending a wage of \$6.50 per hour for a combination of work experience and remedial education activities.

For the Summer Training and Education Program and School-to-Career (STEP-STC, a component of the SYETP administered by the PIC and the SFUSD), the Committee is **recommending** that it be continued as modified by the Council and the Mayor in July of 1997 under the following terms and conditions:

- subsidized employment in work experience positions should begin on June 15th, at 15 hours per week for 7.8 weeks, at the State's new minimum wage of \$5.75 per hour for a combination of work experience and remedial education, and should conclude on or about August 7th; and
- youths should attend class at Downtown High School for twenty hours per week and six weeks from June 15th to July 24th.

### **Design of San Francisco's 1998-2001 Welfare-to-Work Plan and Key Dates:**

Late last year, the *Social Security Act* was amended to create a new "Welfare-to-Work (WtW) Program". This program is designed to enhance implementation of the "Temporary Assistance for Needy Families Program" (or the TANF Program as the "welfare reform initiative", enacted the year before, is known).

While the U.S. Department of Health and Human Services (D/HHS) and its counterpart in each state were designated to administer the TANF Program, the U.S. Department of Labor and, unless the Governor proposes and the Secretary of Labor approves a different local entity, each of the approximately 600 private industry councils throughout the nation were designated to administer the implementation of the WtW Program.

In California, the TANF Program is called the "CalWORKS Program" and it is administered by the State's Department of Social Services (SDSS) and the 58 county welfare departments (including the San Francisco Department of Human Services or SFDHS). The WtW Program, on the other hand, will be administered by the State's Employment Development Department (EDD) and the 52 private industry councils in the State (including this PIC).

On January 20th, a draft of a "California WtW Plan" was issued for public review and comment and for a series of public hearings that was conducted by the State Job Training Coordinating Council (SJTCC) and, on January 27th, the EDD issued a draft of its planning instructions for local "WtW Plans", based on that proposed State Plan. Those instructions would request that private industry councils, county welfare departments, and local elected officials prepare and submit, local WtW Plans **"as soon as possible, but no later than April 30th"** on the premise that "funds (and the authority for the EDD to expend them) are expected to **become available April 1st**". Until the Secretaries of the Health and Human Services and of Labor approve each state's WtW plan, there is no authority for either states or private industry councils to incur costs under them.

Under the proposed California WtW Plan, at least 85% of the dollars allotted to the State (or approximately \$162 million) would be allocated by formula to the 52 private industry councils in the State. In addition, the State would assume full responsibility for raising all required matching dollars (amounting to approximately \$81 million) and they are proposed to be allocated to the 58 county welfare departments in California as additional "CalWORKS funds", subject to specific WtW requirements. The remaining 15% of WtW funds would be reserved for the State's use, for which no definite proposal has yet been made.

While activities (or training technologies) authorized under the WtW may appear to be similar to those authorized under the JTPA, they and the overall strategies on which they are based are quite distinct.

- Activities authorized under WtW are based on a "work first" strategy. In general this means that the TANF or CalWORKS Recipient needs to be placed in either subsidized or unsubsidized employment before he or she may receive any job training services. This also means that WtW funds may be used to create subsidized jobs in the public, private non-profit, and private-for-profit sectors as the vehicles for providing those training services and for sustaining the recipient during his or her receipt of training services.



- On the other hand, activities authorized under JTPA are based on a strategy in which educational and job training deficits must be remediated first and then the participant is placed in employment not subsidized with federal funds. Sustainance of participants during training, especially in long-term training programs, has been a vexsome issue. There are other "vexsome issues" as well.

Assuming the State's proposed WiW Plan is approved, the Committee (based on the joint recommendations of the PIC and SFDHS Staffs) is **recommending**:

- those two staffs be authorized to begin realigning their "CalWORKS", "Welfare-to-Work", and related sources of financing so that they are more consistent with the basic functions that each entity is now or is proposing to be capable of performing (e.g., SFDHS is in the process of retraining much of its staff so that a significantly greater percentage of it will be performing "case management" responsibilities -- including initial assessments of recipients' aptitudes, skills, and interests for employment and collaboratively developing individually-based plans for education, employment, training, and other appropriate services --- while the PIC is and will continue to develop and subcontract for appropriate employment and training services identified in those individuals' plans, etc.);
- the PIC and the SFDHS should develop and issue:
  - an Open-Ended Request For Qualifications (RFQ) for the provision of "work readiness, job search, and job retention services" **by about May 1st** (as an appropriate sequel to the "assessment and employment planning" services that will have been provided by the SFDHS' staff to those recipients of General Assistance, Refugee, Supplemental Security Income, and TANF who are deemed to be "job ready" or almost "job ready"); and
  - another Open-Ended Request For Qualifications for the provision of "job training, placement, and retention services" **as soon thereafter as possible** as an appropriate sequel to the "assessment and employment planning" services that will have been provided by SFDHS staff to other recipients who are not as "job ready".

Because of the extremely short time constraints, the Committee is seeking the Council's earliest approvals of this concept with its subsequent implementation to be left basically with the two staffs.

### Summary:

If all of these dates are met, San Francisco should have, **between April 6th and 12th of this year**, approved "CalWORKS", "Job Training", and "Welfare-to-Work Plans" that are ready to be implemented **between mid-April and the first of July** in concert with "San Francisco's One Stop ('Career Link') Center System" Plan and other component programs that are already incorporated in it (e.g., the PIC's "Homeless Employment Collaborative", the PIC's "Jobs For Youth" Program, the PIC's four "Refugee Job Training Programs", and various education, labor exchange, and job training programs of other "Partners").

While no additional specific recommendations have been formulated yet, the Committee is already beginning to explore the extensive number of issues that this new array of activities, programs, services, institutional reorganizations, and collaborative relationships between institutions pose for evaluation. Those issues include retraining as "case workers" and "employment counselors" SFDHS personnel who were formerly concerned solely with "determining eligibility", retaining employment and training services for individuals who, although they may still be "economically disadvantaged" or "dislocated workers", are not recipients of public assistance, "process issues" related to the reorganization and new collaborative relationships between the PIC, the SFDHS, and the vast array of community based organizations with which the former subcontracts, and issues related to the results from these efforts and the State's evolving "job training report card system". Suggestions in these regards are invited.

cc: Mayor's and PIC Staffs  
All PIC Subcontractors  
All Members, Evaluation Committee

Scott Winkler, EDD/JTPD  
Gregory Schmidt, Secretary, State Senate  
E. Dotson Wilson, Chief Clerk, Assembly





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MEMORANDUM

TO: ALL MEMBERS OF THE COUNCIL  
MAYOR WILLIE L. BROWN, JR.

DATE: FEBRUARY 19, 1998

FROM: *Jessie Luttgens*  
JESSIE LUTTGENS, CHAIRWOMAN

SUBJECT: EVALUATION COMMITTEE REPORTS ON SEVERAL TOPICS

Over the last year or two, the Evaluation Committee has been asked to examine three different topics because of their increasing significance to San Francisco's labor force and its job training programs. The following reports, excerpted from the minutes of three different meetings of the Committee, are on presentations that were made to the Committee with respect to each topic.

While the Committee has not yet had an opportunity to develop its recommended conclusions with respect to any of the three subsequent topics, some preliminary observations have been advanced. For example:

- while one Committee member noted that recently acquired wage increases for home health care workers were still substantially less than a "living wage";
- another noted that, under the "work first" concept of the new "welfare-to-work programs", participants would generally be expected to "take any job at all" (even at very low wages) and, through the subsequent training that would be offered, those wages would eventually increase to "living wages" as a result of the acquisition of additional skills and of career advancement ; and
- a third opined that "people simply seek and obtain as many concurrent (*albeit* low-paying) jobs as they can to survive during a transition" and those jobs are usually not reported.

It should also be noted that, in the PY'97 Modification to the current PY'96-'97 Job Training Plan, an entrepreneurship program has already been financed in the PIC's Subcontract with San Francisco Renaissance. However, it is still too early to attempt to evaluate that effort.

1. "Entrepreneurship Programs" (Committee Meeting of June 24th of 1997):

"Jed Emerson, from the Roberts Foundation, Jay Smith, from the Mayor's Office of Community Development (MOCD), and Claudia Viek, from San Francisco Renaissance (SFR) were the three panelists who spoke on entrepreneurship.

"Jay Smith reported that MOCD has created over 450 businesses, mostly home-based, and has a 75% success rate. A number of secondary jobs have been created but no one has measured how many. This program can be an important piece of the job training system and welcomes the opportunity to work with the PIC.

"Claudia Viek of SFR stated that SFR is open to all individuals interested in entrepreneurship. She pointed out that over 60% of the graduates do business with one another, creating a valuable network for both business as well as moral support. SFR's experience has shown that many of their low income individuals are able to manage a sustainable income. SFR provides an array of supportive and technical services to their clients.

"Jed Emerson explained that the Roberts Foundation looked at increasing the effectiveness of mainstream placement services, self-employment, nonprofit business development. A publication that explains the findings of the Foundation's investment of nearly \$6 million over seven years of time is available.

"Mr. Emerson stated that the Roberts Foundation is no longer involved in self-employment because the return on its investment was simply not there. Stipends were provided for child care, transportation, and other day-to-day needs. This is not the cheapest intervention. How do you define a "successful" business if the person earns less than minimum wage, has no fringe benefits, etc.? Don't approach the evaluation through the traditional mechanisms.

"Jay Smith stated that public and private partnership is crucial in making this type of program successful.

"Tom Evans stated that PG&E has invested several hundred thousand dollars in SFR and that the PIC needs a more robust stream of activity on self-employment.

"Mr. Arcelona asked if copies of the Roberts Foundation and the Aspen Report could be made available for each of the Evaluation Committee members so they could further review this item. Both Mr. Emerson and Mr. Smith agreed to get copies to the PIC to handle the distribution."

## **2. "Soft Skills" and "Temporary Employment" (Meeting of January 30, 1998):**

"Eric Mitchell, Director, Staffing & Workforce Development, Pacific Bell, stated that there are assessment devices used by Pacific Bell to screen prospective employees, as well as measure their qualifications for the position, primarily job specific skills. He mentioned that it is very important for employees to be able to work in teams. Mr. Mitchell described some of the skills needed for entry level positions.

"Sheila Peters, Vice President, Human Resources, GAP, began by stating there are 150-200 positions open at the headquarters office in San Francisco (not counting vacancies at the stores). The goal of the GAP is to be the 'employer of choice.'

"Ms. Peters cited the GAP looks for the ability of its employees to work in teams. She mentioned the GAP is moving away from mainframe technology, and as a result, prospective employees will need to have computer experience. Ms. Peters said the GAP does provide in-house training, especially in computer skills. The GAP operates a "buddy" system where a current employee is assigned to each new employee to help familiarize the new employee with the GAP family.

"Mr. Arcelona asked if there are standardized tests used to measure "hard" skills?

"Mr. Mitchell said "yes" for certain occupations and that testing has been used for decades. Most of the tests are developed in-house.

"Ms. Peters said the GAP uses computer-based testing, but added they are not that reliable.

"Mr. Mitchell said PacBell uses "temp" agencies much in the same way as the GAP, filling those temporary vacancies, sometimes this continues on to fill another vacancy. Does not hire from "temp" agencies, although used by some subsidiaries not covered by a union contract.

"Yvonne Warner, Branch Manager, Adecco, described how the "temp" employment industry has grown from a \$5.1 billion industry in 1981 to over \$50.0 billion in 1997 as many employers must either expand or contract their workforce due to a variety of reasons. Mr. Warner cited that some of the "temp" agencies, like Adecco, do provide benefits to its "temp" employees.

"It has been her experience that work ethic is the most common request among employers; more now than in the past. Customer service, data entry, WORD and EXCEL software skills are also very high on the list.

"Mr. Wald asked if Adecco had experience working with welfare recipients?

"Ms. Warner said although Adecco does not have a program that focuses on this particular group, Adecco does supports the Welfare-to-Work program.

"Mr. Wald then asked if "temp" agencies ask prospective employees if they have drug and/or arrest records?

"Ms. Warner replied that many of the companies to whom Adecco assigns "temp" workers do have drug testing as part of their requirement.

"Mr. Holland asked what about the short-term employers, like multimedia projects that dissolve once the job is completed?

"Ms. Warner said this does not appear to be the pattern as the majority of the employers Adecco contracts with are long-term companies.

"Ms. Howard asked what, if any, is the length of period of adjustment an employer considers for a new employee, especially those that may have special needs (like public assistance recipients returning to or entering the workforce)?

"Ms. Peters said it is important to not lower standards, rather change expectations; this may require some positive reinforcement from the employer.

"Mr. Mitchell added that it is important to not label the employee to avoid preconceived stereotypes but noted that it is important to be able to support individuals.

"Mr. Arcelona asked if there has been an increase in the number of 'temps' moving to permanent employment?

"Ms. Warner was not sure about the number.

"Ms. Peters added that at the GAP it is not intentional but if the 'temp' employee works out and accepts a permanent position, fine.

"Ms. Warner pointed out that often times an associate wants to gain experience at a variety of work environments and can only accomplish this through a "temp" employment agency.

"Mr. Mitchell said "temp" to permanent does happen; most often in the administrative positions. Temporary employees working on a temporary project can become regular employees if the work becomes permanent."

### 3. "Union Jobs" (Meeting of February 6, 1998):

"Greg Marutani introduced Bill Shields, Labor Studies at City College of San Francisco, Stan Smith, Secretary-Treasurer, Building and Construction Trades, Karen Sherr, Homecare Workers, and Donna Levitt, Carpenters.

"Bill Shields indicated that City College of San Francisco (CCSF) currently has 2,000 Temporary Aid to Needy Families (TANF) individuals enrolled and that CCSF is working to redesign their two-year certificated programs to one year at the request of the Department of Human Services (DHS). Shields explained the coursework includes both "soft" and "hard" skills

"Mr. Shields noted that in the hospitality industry, African Americans comprise only 6% of those employed in this industry. He encouraged the Committee to not just focus on the building and construction trades but to also look at the health and hospitality industries which have excellent employment opportunities. He cited a model in Las Vegas where the union and employers have developed a training program that provides the important skills training for the hospitality industry. Mr. Shields would like to see something similar in San Francisco.

"Stan Smith, from the Building and Construction Trades Council explained that, as a rule, most of the apprenticeship programs in the building and construction trades require a high school diploma or GED and usually run four years. Apprentices are accepted only when there is work for them to begin their training on the job. Currently the construction trades are looking for skilled candidates for apprenticeship programs because of the current boom in San Francisco.

"Mr. Smith cited a City ordinance that requires that contractor to either have an apprenticeship program or pay the equivalent amount to the State treasury. Unfortunately, most of the employers opt to contribute to the fund rather than bring on apprentices.

"Natalie Lopes asked what consideration of child care, elder care needs, especially for women?

"Mr. Smith replied that childcare is the most important thing we will have to deal with if women are going to get off of welfare and into the construction trades. Ms. Levitt stated that no childcare facility is open early enough for construction workers. Physical conditioning should also be considered.

"Roni Howard asked if there was any financial assistance for apprentices with the required tools and/or uniforms needed on the job?

"Mr. Smith responded there is no financial assistance fund but efforts are being made to assist during the apprenticeship period.

"Donna Levitt, Carpenters local #22, described the pre-apprentice program at the S.F. Housing Authority. She recognized Sulu Palega, chair of the Housing Authority Commission who has been a strong supporter of the project. While the program trained and graduated 21 residents of the Housing Projects, only five are working but none within the Housing Authority. This is due in part to the rainy season when construction work is very limited. She hopes that when the weather improves, employers will hire the graduates. She pointed out that the enthusiasm and self-esteem of the graduates was very high, but that the difficulty in finding immediate employment has dampened some of their spirits.

"Karen Sherr, Health Care Workers Union, includes home health care workers. She noted that the industry is growing because people are living longer, reduction in hospital stays, and the baby boomers are seeking home health care for their parents. There is also a high turnover in the industry because of the low wages and the job requires more training than anticipated.

"Wages are going up as well as improvement in the fringe benefits package. The union is attempting to develop a worker center that will include appropriate training for those entering this field. She pointed out that the work requires much more than the average person imagines and such a center is needed to ensure that quality of service is provided to the individuals."

cc: All Presenters  
All Members, Eval. Comm.  
Mayor's and PIC Staffs  
All PIC Subcontractors  
Scott Winkler, EDD/JTPD



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TO: ALL COUNCIL MEMBERS  
MAYOR WILLIE L. BROWN, JR.

DATE: FEBRUARY 24, 1998

FROM: BRENT ANDREW, CHAIRMAN

*BP*

SUBJECT: REVIEW AND RECOMMENDATIONS OF JTPA PROGRAM EVALUATIONS, PROGRAM  
YEAR 1996-97 AND FIRST SIX MONTHS OF PY 1997-98

On February 24th the Planning Committee met to review Staff's mid-year evaluations and subcontractors' self evaluations for the Program Year 1996-97 (July 1, 1996 - June 30, 1997) and the first six months of the Program Year 1997-98 (July 1, 1997 - December 31, 1997).

The evaluation period for some subcontractors differed because they did not receive funding until the current program year. However, each subcontractor was evaluated individually based on the subcontract entered into with the PIC using criteria approved by the Planning Committee and criteria listed below.

- The actual number of enrollments compared to planned number of enrollments.
- The actual number of placements compared to planned number of placements.
- The placement rate (number of placements divided by the total number of terminations times 100%).
- The number of Youth Employability Enhancements (YEE's) and Adult Employability Enhancements (AEE's) attained.
- The proposed minimum wage for participants placed in jobs compared to the average wage achieved.
- Actual compared to planned expenditures.

Overall, subcontractors' performance has been satisfactory. However three subcontractors: Swords to Plowshares, Chinatown American Cooks School, and two programs of the Jewish Vocational Service, received corrective action notices for performance-related issues.

One Title IIA 5% Older Individual subcontractor, Renaissance Experience Plus, which was approved for a nine month contract that will terminate March 31, 1998, was not recommended for funding beyond that date. In past years, the PIC has received 5% funds from other SDAs which have been unable to spend their Older Individual funds. This year we did not receive any additional funds, and based on past and current performance, the Renaissance Experience Plus contract will terminate on March 31, 1998.

After receiving public testimony from representatives of Renaissance Experience Plus and reviewing staff's recommendations, the Planning Committee unanimously approved staff's recommendations with an addendum that if additional 5% Older Individual funds become available that Renaissance Experience Plus be considered for continued funding.

cc: PIC Subcontractors  
PIC Staff,  
Scott Winkler, EDD/JTPD







AN INVESTMENT  
THAT WORKS

*Jobs For Youth*

**Executive Committee**

Mark Mosher  
Chair, Jobs For Youth

John Carver  
Chair, Fund Development

Marquitta Mayes  
Chair, Marketing

Sharon Alford  
Zetta Ferguson  
Co-Chairs, Operations

Tarah Smith  
New Ways Workers S.F.

Lucy Scarborough  
Employment Development  
Department

Steve Arcelona  
Private Industry Council  
of San Francisco, Inc.

Liz Jackson-Simpson  
Director, Jobs For Youth

**Sponsors**

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Office of the Mayor  
Private Industry Council  
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San Francisco Chamber  
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Employment Coalition

California Employment  
Development Department

Small Business Network  
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KPIX Television  
KPIX Radio

**Committee on JOBS**

AirTouch Communications  
AT & T

Bank of America  
Bechtel

Blue Shield of California  
California Healthcare  
System

Chevron Corporation  
Citibank

Edgar, Dunn & Co.  
The Gap, Inc.

McKesson Corp.  
Montgomery Securities

Pacific Gas & Electric Co.  
Pacific Telesis Group

Isbury Madison & Sutro  
RCM Capital

Charles Schwab & Co.  
The Shorenstein Company

Transamerica Corp.  
Wells Fargo Bank

Williams-Sonoma

To hire a youth, call 415/861-JOBS

**MEMORANDUM**

**DATE:** February 27, 1998

**TO:** Council Members  
Mayor Willie L. Brown, Jr.

**FROM:** Mark Mosher

**SUBJECT:** Jobs For Youth Committee Report to the PIC Council

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The Job For Youth Committee is diligently working on this year's jobs campaign. The following subcommittee summaries reflect our work to date.

**Fundraising**

Jobs For Youth has received a grant from the GAP Foundation for \$10,000. In addition, the Richard and Rhoda Goldman Fund is very interested in sponsoring our effort and we have submitted a detailed budget and reference list for their approval. A final draft of the Irvine Foundation Grant was submitted on February 27, 1998 for their Board approval. These funds will be administered through the Chamber of Commerce (our collaborator on this project) for the foundation has deemed the PIC ineligible due to the amount of public dollars we receives. Again, this grant is to work collaboratively with the Chamber to increase the quality and quantity of workplace experiences for youth.

We will be launching our annual fundraising campaign to the Committee on Jobs by March 14, 1998. Through this effort, we hope to raise \$80,000 for the general support of Jobs For Youth.

**Marketing Committee**

The marketing committee is active securing ad space (i.e., Outdoor Advertising, Eller Media, MUNI and BART, in addition to Kabuki and Syufy Theaters' Slide presentations), and is developing new venues for promoting JFY. A mass mailing to over 22,000 business is scheduled for mid May. We will continue to use the design and message from last year "Put Your Future to Work, Hire a Youth call 861-JOBS."

**Operations**

JFY successfully placed over 1200 youth into unsubsidized employment in 1997. If we were to deduct the jobs created under "Say YES" in 1996, we have essentially broken even with only 5 fewer placements..

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

WEBSITE: <http://www.citysearch.com/sfo/jobsforyouth> EMAIL: [jfy@pacbell.net](mailto:jfy@pacbell.net)

Currently, there is approximately, \$60,000 available from the "Say YES" account. The Operations Committee was given the charge of developing a plan for the equitable use of these funds. The committee can up with two scenarios: A subsidized program that would serve approximately 50 youth, or to develop an OJT component that could serve as a job development tool and provide employers with added value to incorporating youth into the workplace. The latter would serve twice as many youth and more provide long term, sustainable employment opportunities. The full committee voted unanimously for the OJT program. A modification of the PIC OJT contract is attached which has the omission of many of the JTPA stipulations and has incorporated the terms we believe would best serve our youth and organizations served by JFY.

### **Jobs For Youth Breakfast**

Annually, Jobs For Youth hosts a breakfast that launches our youth jobs campaign. Last year the breakfast was attended by nearly 400 representatives from the business community, the Mayor, the Superintendent of Schools, community based organizations and job seeking youth and is chaired by distinguished representatives of both the big and small business communities. This year, the breakfast will be held at the Sheraton Palace Hotel on April 28, 1998 and will be co-chaired by Claude Rosenberg of RCM Capital and E. David Ellington of NetNoir. Noah Griffin, of the SF Independent Newspaper has agreed to serve as our Master of Ceremony.



27/98



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TO: ALL COUNCIL MEMBERS  
MAYOR WILLIE L. BROWN, JR.

DATE: FEBRUARY 27, 1998

FROM: STEVE ARCELONA



SUBJECT: PRESIDENT'S REPORT FOR THE MARCH 10 PIC MEETING

#### DEPARTMENT OF LABOR WELFARE-TO-WORK GRANTS

The Budget Reconciliation Act of 1997, which made \$3 billion available nationally for Welfare-to-Work (WtW) activities, is now taking shape in San Francisco. The funds are targeted primarily to long-term (30 months or more) recipients of Temporary Assistance for Needy Families (TANF). Twenty five percent of the total appropriation has been set aside for a national competition for WtW activities, with the remaining 75% block-granted to States which will in turn allocate the funds by formula to PICs at a substate level. In order for a state to receive the block grants it must provide a one dollar match for every two federal dollars received. The State has announced that San Francisco's allocation — which will come to the PIC — is \$2.3 million. In addition, San Francisco will receive a matching amount of \$1.2 million which will go to the San Francisco Department of Human Services (DHS) as part of the locally developed CalWORKS plan.

To ensure a more efficient and effective use of the funds, the PIC is working closely with the DHS on two major pieces of the grant. The first is a response to the DOL Competitive Grants Solicitation. The proposal being submitted by the PIC on behalf of the City has three components: Job Retention to test different employment retention models, a Community Service Work for Wages program to provide TANF recipients with work experience while earning a wage, and a Construction Training program where individuals will go through a concentrated hands-on training program to prepare them for construction trades. The total request of this grant is approximately \$3 million. The second piece of the grant, a Request for Qualification which was issued jointly by the PIC and DHS, is discussed in your Evaluation Committee report. The responses to the RFQ will result in a "menu" of services to which DHS staff will be able to make referrals. Most of the resulting contracts will be administered by the PIC.

#### CALIFORNIA'S ONE-STOP CAREER SYSTEM, SOLICITATION FOR PROPOSALS

On January 22 the State issued its second solicitation for proposals for System Partnership Building, Technology and Implementation grants for one-stop career systems. The proposals are due on March 31. The PIC will submit a proposal to supplement the funds received last year for San Francisco's One Stop, including specific request for funds to purchase hardware and software for the community based organizations connected to our one-stop system.

The PIC is currently in negotiations with the State's Office of Workforce Policy over details of San Francisco's \$651,000 One-Stop Implementation grant for Career Link, which the PIC successfully competed for last year. Because the Governor did not make the announcement until mid July, the start date of the Contract was never revised from September 1, 1997 to December 15, 1997. As I reported to you in July, the funds will be used for staff training, purchase of computer hardware and software, creation of an online directory of all local employment and training providers, and the setting-up the job information bank which will be electronically linked to employment and training providers.

#### **GRANT TO PROVIDE SERVICES TO ELDERLY REFUGEES**

On Thursday, February 26 the Health, Family and Environment Committee of the Board of Supervisors recommended to the full Board that the PIC receive the \$550,000 Office of Refugee Resettlement grant. The Board of Supervisors will consider this resolution at its meeting on Monday, March 9. The funds will build on the San Francisco Naturalization Project and will be used to provide naturalization services to over 2,000 elderly refugees who are impacted by the welfare reform legislation. Services ranging from outreach, assessment and referral services to social services and mental health services will be provided by the existing naturalization network consisting of the Jewish Family and Children's Services, the International Institute of San Francisco, La Raza Centro Legal, Self-Help for the Elderly, Richmond Area Multi-Services Center, and Nihonmachi Legal Outreach.

#### **MAKING SENSE OF TAX CREDITS**

Currently there are seven different federal, State and San Francisco tax credits for employers who hire eligible individuals, and up to now a comprehensive listing of the tax credits has not been available to either employers or to staff of employment and training agencies. The PIC together with representatives of the Mayor's Office of Economic Development, the Mayor's Office of Community Development, the Employment Development Department and the Recycling Market Development Zone are developing a Quick Guide and a Tax Credit Web Site that will provide basic information on the tax credits, how they apply, and expiration dates. In the past two weeks the Quick Guide and the web site have been reviewed in a focus group of small and large business representatives and by representatives from Neighborhood Economic Development Corporations. The plan is to have the Quick Guide available by late March or early April.

#### **HOMELESS EMPLOYMENT COLLABORATIVE FIRST YEAR REPORT**

Member of the PIC should have already received of the first annual report for the Homeless Employment Collaborative (HEC) which were mailed out in February. I am pleased to announce that all of HEC's first year goals were either met or exceeded. Of particular significance is that for the 169 individuals who were placed into unsubsidized employment the average hourly wage at placement was \$7.92, the average number of hours of work per week was 31.91, and the retention rate after 90 days was 79%. We look forward to another successful year and congratulate the ten organizations in the HEC. Please let me know if there is anyone you feel should receive a copy of the report. The report was distributed widely in the homeless service community, to other PICs, and to individuals at the federal and State levels.

#### **SPACE NEEDED FOR SUMMER YOUTH EMPLOYMENT AND TRAINING PROGRAM**

It's that time again: in April, the PIC will begin hiring staff to work in the 1998 Summer Youth Employment and Training program. At the height of the program approximately 25 individuals will be performing eligibility determination, worksite and contract monitoring, payroll and accounting functions and statistical reporting. We are in need of approximately 4,000 square feet of temporary space to house these summer staff, which will be occupied between April and September. The San Francisco Unified School District space we have used for the past two years will be under renovation. Since the office will be visited by hundreds of youth participating in SYETP, the space should be accessible to some major Muni lines. If you are aware of any affordable office space, please call Greg Marutani.

cc: PIC Staff  
PIC Subcontractors  
Scott Winkler, JTPD  
Ernie Lynch, RPB



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

**DRAFT of MINUTES**

for a meeting  
of the Private Industry Council of San Francisco  
March 10, 1998

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**Members present:** Chairman Gary Fitschen, Mr. Brent Andrew, Mr. John Cammidge, Ms. Linda Davis, Ms. Mary Edington, Mr. Dan Grossman, Ms. Vanessa Johnson, Mr. Fred Jordan, Ms. Sue Lee, Mr. Will Lightbourne, Mrs. Leslie Luttgens, Mr. Craig Martin, Ms. Phyllis McGuire, Mr. Michael Mee, Mr. Mark Mosher, Ms. Carol Piasente, Mr. Victor Revenko and Mrs. Barbara Thompson

**Staff present:** President Steve Arcelona, Ms. Joyce Crum, Mr. Wes Dixon, Mr. Alfredo Fajardo, Mr. Ray Holland, Ms. Liz Jackson-Simpson, Ms. Daphne Kay, Mr. Jim Kennedy, Mr. Greg Marutani, Mr. Glen Nethercut, Mr. Sululagi Palega, Mr. Duran Rutledge and Ms. Clara Wong

**Public present:** Ms. Julie Bayley, Mr. Relio Bunag, Mr. Kevan Carter, Timothy Chupein, Mr. David Lee Cummings, Ms. DeeAnne Davis, Mr. Morry Hermon, Mr. Dwayne Jones, Mr. George Lopez, Ms. Maria Olivares, Mr. Ashirvadam Rayikanti and Mr. Carlos Ver

The meeting began at 3:05 p.m. with a quorum.

**Public testimony on agenda items**

There was no public testimony on agenda items.

**Adoption of the agenda**

The agenda was adopted by the Council as submitted.

**Approval of minutes**

A motion by Mrs. Luttgens to approve the minutes for the Council's January 21 meeting as submitted was seconded by Mrs. Thompson and unanimously approved.

**Chairman's report**

Mr. Fitschen said that a proposal by the Placement Partnership Initiative, an activity of the Small Business Network, submitted in July 1997 to the Mayor's Office of Community Development, has been funded with \$120,000 in Community Development Block Grant funds. PPI is a 12-month demonstration project which would help small businesses employ AFDC/TANF and General Assistance recipients. The funds will be channeled through the PIC to PPI.

A motion by Mrs. Thompson to approve receipt of the funds by PIC for PPI was seconded and unanimously approved.

**Forum**

San Francisco's School-to-Careers Partnership was discussed by Executive Director Stephanie Shmunese. School-to-Careers is a national education initiative, begun in 1994 by the U.S. Department of Education to encourage strong partnerships between education and employers in order to better prepare and motivate students for jobs the economy is creating. This work-based

program combines mentoring, job shadowing and other approaches in order to bring together classroom curriculum with real-life work. The experience prepares young people for the world of work, providing them with role models and helping them discover first hand which careers appeal to them.

While this is not the first time San Francisco has attempted something like School-to-Careers, Ms. Shmunes noted there is an unprecedented readiness for the effort this time, driven primarily by the growing gap between the skills new workers hold and those required by employers. More than 50% of employers say they can't find qualified employees, and the U.S. Department of Labor predicts that in the near future 60% of jobs will require skills held by just 20% of the workforce. Ms. Shmunes noted that the United States is the only industrialized nation which does not provide work skills preparation for its young people.

In developing School-to-Careers, Ms. Shmunes said that focus groups were conducted with students, teachers, parents, employers, school principals and administrators. Three career pathways have been developed for the San Francisco curriculum: business/financial services, information technology/computer science, and health/sciences.

Ms. Lee and Mr. Jordan arrived at the meeting.

### **Committee reports**

**Evaluation Committee:** Referring to her February 19 memorandum, Mrs. Luttgens outlined the Evaluation Committee's recommendations for the designs of San Francisco's Program Year 1998-99 Job Training Partnership Act Job Training Plan and 1998-2000 Welfare-to-Work plan.

A motion to approve the design of the PY'98-'99 JTPA Job Training Plan and dates as recommended was made by Mrs. Luttgens, seconded by Mrs. Thompson and unanimously approved.

A motion to approve the design of the 1998-2000 Welfare-to-Work plan and dates as recommended was made by Mrs. Luttgens, seconded by Mr. Martin and unanimously approved.

Mrs. Luttgens also discussed her February 19 memorandum regarding the Evaluation Committee's reports on entrepreneurship programs, soft skills and temporary employment, and union jobs, as discussed over a series of meetings.

**Planning Committee:** Mr. Andrew discussed the Planning Committee's review and recommendations of JTPA subcontractor evaluations for PY'96-'97 and the first six months of PY'97-'98, as outlined in his February 24 memorandum.

While subcontractors' performances overall was satisfactory, three — Swords to Plowshares, Chinatown American Cooks School, and two programs of the Jewish Vocational Service — received corrective action notices for performance-related issues. One JTPA Title IIA 5% Older Individual subcontractor, Renaissance Experience Plus, which managed a nine month contract that will terminate March 31, 1998, was not recommended for funding beyond that date because additional unspent 5% funds from other SDAs, which the PIC hoped to use for funding, are no longer available.

A motion to adopt the Planning Committee's report and recommendations was made, seconded and approved.

Noting that subcontractor performances are effected in part by a substantial turnover of agency staffs, Mr. Andrew, on behalf of the Planning Committee, asked Council members and PIC staff

to consider how it might be possible to help subcontractors to attract and retain staff.

A recent rule revision of JTPA Title IIA 5% forbids job placement programs like that run by Renaissance Experience Plus, and requires that four months of classroom training be offered. Subcontractors say this is making it difficult to recruit clients who cannot afford to be without work for so long a period, and JTPA funds cannot be used for stipends. Mr. Andrew asked whether this problem could be addressed through other resources, political connections, waivers, or other creative means. Mr. Holland said it is time to look into this, noting that while JTPA calls for training first followed by work, Welfare-to-Work pushes work first. The result of these differences, Mr. Holland explained, is that people with similar situations and backgrounds end up in different programs with different wage results.

Mr. Andrew said he agreed with Mr. Jordan's recommendation that an ad hoc committee be convened. Mr. Jordan said he would chair the committee.

### **Jobs For Youth**

Mr. Mosher reported that Jobs For Youth has received a \$10,000 grant for the GAP Foundation, and said that the Richard and Rhoda Goldman Fund and The Irvine Foundation have also been approached for funds. JFY's annual fund raising campaign with the Committee on JOBS, which began March 14, may raise an additional \$80,000. The JFY Committee agreed that approximately \$60,000 in 1996 Say YES funds will be used to develop an on-the-job training component for youths. Meanwhile, a mass mailing to 22,000 local employers appealing for jobs is planned for May. Mr. Mosher said that in 1997 1,217 youths were placed in jobs through JFY, which, when jobs from the Say YES campaign are deducted, is equivalent to placements in 1996. Council members were encouraged to attend the JFY breakfast on April 28 at the Sheraton Palace Hotel, which will be co-chaired by Claude Rosenberg, founder of RCM Capital, and E. David Ellington of NetNoir, Inc.

### **Staff reports**

Mr. Marutani reminded Council members that their Form 700 Statement of Economic Interests are due at PIC by March 31. Mr. Martin pointed out that the Ella Hill Hutch Center was missing from the list of proponents.

### **President's report**

#### **JTPA allocations for PY'98**

Referring to his March 10 memorandum, Mr. Arcelona noted that San Francisco's allotment of JTPA funds for PY'98 will decrease by 11% overall due to the healthy local and state economies. This decrease will be more than offset, however, by Welfare-to-Work funds the PIC expects to receive during the period. The PIC is working closely with the S.F. Department of Human Services on these plans, he said, and is developing a very good working relationship.

Mr. Arcelona reviewed specific items in his President's Report, dated February 27:

#### **One-Stop Partnership Building, Technology & Implementation grants**

A motion to approve San Francisco's One-Stop Career Center's submission of a proposal to the state for a System Partnership Building, Technology and Implementation grant was made by Mr. Martin, seconded by Mrs. Thompson and unanimously approved by the Council.

#### **Homeless Employment Collaborative's first year**

Mr. Arcelona credited the work of Program Coordinator Jim Kennedy for the success of the Homeless Employment Collaborative in meeting its goals for the program's first year, which ended September 30, 1997.



**SYETP office space**

Office space for this year's Summer Youth Employment and Training Program has been secured, Mr. Arcelona announced. He thanked the S.F. Unified School District for providing office space during the past few years to the program.

**Renaissance Experience Plus/Carlos Ver**

Mr. Arcelona thanked Renaissance Experience Plus Director Carlos Ver for his many years of service to the community and to the PIC, and wished Mr. Ver all the best in his retirement.

**Public testimony on non-agenda items**

Mrs. Thompson noted that the PIC's next meeting on April 14 falls on the same day as the Mayor's Summit on Women. A number of Council members will be attending the Summit, and it was agreed that the Council meeting should be rescheduled. Because the PY'98-'99 JTPA Job Training Plan must be submitted to Sacramento by April 10 and because a majority of Council members were unable to agree upon a new date for a Council meeting prior to that time, it was decided that the Board of Directors should meet in the Council's place on April 8.

The meeting was adjourned at 4:15 p.m.



PRIVATE INDUSTRY COUNCIL  
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**NOTICE of a PUBLIC MEETING  
of the  
PRIVATE INDUSTRY COUNCIL**

Please RSVP to the PIC's receptionists at 431-8700 no later than Friday, May 8

DATE:	Tuesday, May 12, 1998
TIME:	3:00 - 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

*Agenda appears on reverse side*

Issued May 1, 1998



If you require special accommodation due to a disability, please call Roberta Fazande at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance

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(Chapter 67 of the San Francisco Administrative Code)**

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415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

**Agenda**  
**PRIVATE INDUSTRY COUNCIL**  
**Meeting of May 12, 1998**

- 1. Public testimony on agenda items \* \***
- 2. Adoption of agenda \***
- 3. Approval of minutes \***
  - a. From the Council's March 10 meeting (enclosed) \*
  - b. From the Board of Director's April 8 meeting (enclosed) \*
- 4. Chairman's report**

Board of Director's April 8 meeting
- 5. Forum**

PIC Committee of Contracting Agencies co-chairs Tony Lugo & Kim Mazzuca (biographies enclosed)
- 6. Committee reports**
  - a. Refugee Committee (materials to be mailed) — Jack Fitzpatrick
    1. Review of subcontractor performance \*
    2. Planning issues for 1998 Refugee County Plan \*
    3. Update on Elderly Refugee Grant \*
  - b. Nominating Committee — Carol Piasente
    1. Council nominations (materials enclosed) \*
    2. Board vacancies (materials enclosed) \*
    3. Other issues (materials enclosed) \*
  - c. Jobs For Youth Committee (materials enclosed) — Mark Mosher
- 7. Staff reports**
- 8. President's report (to be mailed) \***
- 9. Public testimony on non-agenda items \* \***

\* *May require action by the Council*

\* \* *Up to 15 minutes are scheduled for public testimony. The Chairman may set in advance a time limit for the testimony of individuals or organizations.*





PRIVATE INDUSTRY COUNCIL  
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**FORUM**

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**Topic**

The Committee of Contracting Agencies (CCA), an association of organizations which contract with the PIC to provide employment-related services.

**Presented by Tony Lugo & Kim Mazzuca, CCA co-chairs**

Tony Lugo is Deputy Director of Arriba Juntos, where he has worked for the past five years. Mr. Lugo has 30 years of experience in the employment training field, and his career includes 12 years with the Employment Development Department as well as with the U.S. Department of Justice and St. Anthony's Foundation. He attended the University of San Francisco where he studied social psychology and law.

Mr. Lugo is co-chair of the Committee of Contracting Agencies and a member of the PIC's Planning Committee. He also serves on the board of directors of the local Federal Emergency Management Agency (FEMA), Mission Hiring Hall, and the San Francisco Council on Homelessness, and is a member of the One-Stop Career Center Steering Committee, of the CalWORKs Oversight Committee, and the Continuum of Care Committee of San Francisco.

Kim Mazzuca is Assistant Director of Jewish Vocational Service where she develops and implements programs, authors policy procedures, and creates managements information systems and quality assurance standards. Before joining JVS, Ms. Mazzuca served for nine years at the Recreation Center for the Handicapped. In her work, she has developed and managed programs for a diverse client base, including persons with disabilities, homeless individuals, refugees, and welfare recipients.

Ms. Mazzuca is co-chair of the Committee of Contracting Agencies and a member of the PIC's Planning Committee. She also currently serves as chair of both the School-to-Work Steering Committee of the Proposition J Collaboration and the Refugee Eldercare Collaborative. She is an advisor on rehabilitation for the Professional Community Advisory Committee of San Francisco State University, and serves on a community task force for vocational rehabilitation in San Francisco and San Mateo. Ms. Mazzuca has made numerous presentations on rehabilitation and employment demonstration projects and has presented papers at the Commonwealth Club, the Workability II Transitions Partnership State Conference, and the U.S. Department of Education in Washington, D.C. A Bay Area native, Ms. Mazzuca holds a master's degree in rehabilitation counseling from San Francisco State University.





PRIVATE INDUSTRY COUNCIL  
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MEMORANDUM

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**TO:** ALL COUNCIL MEMBERS  
MAYOR WILLIE L. BROWN, JR.

**DATE:** APRIL 29, 1998

**FROM:** CAROL PIASENTE, NOMINATING COMMITTEE CHAIRWOMAN

**SUBJECT:** NOMINATIONS FOR THE VACANCIES ON THE COUNCIL

The Nominating Committee reviewed the nominees for various vacancies on the Council and is recommending the following individuals.

**PRIVATE SECTOR**

There are currently two private sector vacancies. The PIC bylaws state that for the private sector, the "number of nominations made will be at least one-hundred fifty percent of the number of appointments to be made" from which the Mayor is to make his selection. Initially, there were three nominees to be considered but one withdrew due to a change of employer. Rather than wait for the next meeting, and because there are other vacancies that should be filled as soon as possible, the Nominating Committee is recommending that Myriam Chen and Sheila Peters' nominations be forwarded to the Mayor to consider for one of the private sector vacancies.

- Myriam Chen is the President of Chen & McGinley, Inc. a minority business providing information technology staff to companies such as Bank of America, and is one of the fastest growing privately held companies in the Bay Area. Myriam is a former Executive Director of Career Resources Development Center, a PIC subcontractor.
- Sheila Peters is the Vice President of Human Resources at The GAP. She first began working at The GAP some 20 years ago on the sales floor and continued to succeed at each new level of responsibility, and is now in charge of the Human Resources department. Sheila was one of the panelists for an Evaluation Committee meeting dealing with "soft" skills in the work place. Her presentation provided the members of the Committee and the audience with the corporate philosophy that has made The GAP a successful business headquartered in San Francisco.

**EMPLOYMENT SERVICE**

The Nominating Committee is recommending Lucy Scarbrough for this vacancy. Ms. Scarbrough is currently the Manager at the Job Service office, succeeding Billy Ray after his retirement. She was the Manager of the San Mateo office prior to coming back to San Francisco.

**YOUTH**

On February 13, 1997, the PIC Board of Directors agreed to designate one of the four community-based organizations' seats on the Council as a youth seat. A youth is defined as being between the ages of 14 and 21 years. The Nominating Committee is recommending the names of the following youths be forwarded to the Mayor to consider for the appointment to the Council.

- Brandy Fontenot is currently attending McAteer High School where she is a senior and is the vice president of her class. She serves on the San Francisco Youth Commission representing the Bayview Hunters Point district. She also is an intern at Charles Schwab Company in the Schools-to-Career

department. She plans on attending either San Francisco State or the University of San Francisco this fall.

- Michelle Danridge attends Downtown High School where she is currently a sophomore. She also is a participant in the Mayor's Youth Education and Employment Program (MYEEP) as well as a teacher of a dance class.

cc: Nominating Committee  
PIC Subcontractors  
PIC Staff



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

MEMORANDUM

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TO: ALL COUNCIL MEMBERS  
MAYOR WILLIE L. BROWN, JR.

DATE: APRIL 29, 1998

FROM: CAROL PIASENTE, NOMINATING COMMITTEE CHAIRWOMAN

SUBJECT: ELECTION OF THE BOARD OF DIRECTORS AND OFFICERS

**BOARD OF DIRECTORS VACANCY**

The PIC's Bylaws specify there shall be nine members on the Board of Directors. Currently there is one vacancy. Any member of the Council may be a candidate for the Board of Directors. If you would like to place a name in nomination, please contact Greg Marutani at the PIC no later than May 29, 1998, so he will have time to get the information to the members of the Nominating Committee.

**ELECTION OF THE BOARD OF DIRECTORS**

With regards to the election of officers, the PIC Bylaws state *"The entire Board shall be elected at the regular meeting of the Members held on the second Tuesday of the month of July. All Directors shall be elected for a one-year term of office,"* and that *"the Nominating Committee shall make its report to the Board of Directors at least thirty (30) days before the date of the election, and the Secretary of the Council shall forward to each Member, with the notice of the meeting required by these bylaws, a list of candidates so nominated."*

**ELECTION OF OFFICERS**

Currently the officers are: Chairman — Gary Fitschen  
Vice-Chairman — Craig Martin  
Treasurer — Vacant  
Secretary — Greg Marutani

The Nominating Committee will convene in early June to prepare the slates and have them sent out to the Board of Directors and Council members no later than June 14 to comply with the 30-day notice requirement cited in the Bylaws.

Each of these matters will need to be voted on at the Tuesday, July 14, 1998 meeting of the Board of Directors which will begin at 2:00 p.m. prior to the regularly scheduled Council meeting which will begin at 3:00 p.m.

If you have any questions, please contact Greg at (415) 431-8700.

cc: Nominating Committee  
PIC Subcontractors  
PIC Staff





PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

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**TO:** ALL COUNCIL MEMBERS  
MAYOR WILLIE L. BROWN, JR.

**DATE:** APRIL 29, 1998

**FROM:** CAROL PIASENTE, NOMINATING COMMITTEE CHAIRWOMAN

**SUBJECT:** ISSUES FOR CONSIDERATION

In addition to selecting nominees to the Council for approval and forwarding to the Mayor for final appointment, the Nominating Committee addressed several other issues during our April 29 meeting that we would like to recommend to the Chairman and Council for further discussion. These issues have to do with the role and makeup of the PIC. The consensus was not to suggest a major reformation of the role as currently defined, but to consider taking on additional definitions of how the Council can be most effective.

1. The role the Council might play in helping service providers connect to private sector employers. We felt it would be appropriate to schedule a review of how best to take advantage of ways Council members could encourage employers to look to service providers as a source of new employees. This would Create a more proactive role for the Council in serving as a link to job placement opportunities. While service providers have excellent relationships and connections to the communities they serve, Council members may have relationships and connections to both large and small employers.
2. With major construction/development projects coming online at San Francisco International Airport, highway and bridge construction, and other projects, the Council should consider taking an active role in encouraging these employers — and the unions — to train and hire people from PIC-supported training programs.
3. There is an additional nomination to be made for a seat on the Council, and a vacant seat on the PIC Board. Should nominees be sought who could provide direct contact link to employers with large numbers of job openings as per the above?





Министерство образования и науки  
Республики Казахстан

Астана, 2024

№ \_\_\_\_\_

Министерство образования и науки Республики Казахстан

Астана, 2024

В соответствии с Законом Республики Казахстан «Об образовании» и Положением о Министерстве образования и науки Республики Казахстан, настоящим приказом устанавливаются:

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3. Полномочия Министерства образования и науки Республики Казахстан.

4. Меры по реализации настоящего приказа.



AN INVESTMENT  
THAT WORKS

*Jobs For Youth*

**Executive Committee**

Mark Mosher  
Chair, Jobs For Youth  
John Carver  
Chair, Fund Development  
Marquitta Mayes  
Chair, Marketing  
Sharon Allord  
Zetta Ferguson  
Co-Chairs, Operations  
Tarah Smith  
New Ways Workers S.F.  
Lucy Scarborough  
Employment Development  
Department

Steve Arcelona  
Private Industry Council  
of San Francisco, Inc.  
Liz Jackson-Simpson  
Director, Jobs For Youth

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City College  
of San Francisco  
Office of the Mayor  
Private Industry Council  
of San Francisco  
San Francisco Chamber  
of Commerce  
San Francisco Unified  
School District  
San Francisco Youth  
Employment Coalition  
California Employment  
Development Department  
Small Business Network  
CitySearch7  
KPX Television  
KPIX Radio

**Committee on JOBS**

AirTouch Communications  
AT & T  
Bank of America  
Bechtel  
Blue Shield of California  
California Healthcare  
System  
Chevron Corporation  
Citibank  
Edgar, Dunn & Co.  
The Gap, Inc.  
McKesson Corp.  
Montgomery Securities  
Pacific Gas & Electric Co.  
Pacific Telesis Group  
Pillsbury Madison & Sutro  
RCM Capital  
Charles Schwab & Co.  
The Shoreline Company  
Transamerica Corp.  
Wells Fargo Bank  
Williams-Sonoma

To hire a youth, call 415/861-JOBS

**MEMORANDUM**

**DATE:** April 30, 1998  
**TO:** Council Members  
Mayor Willie L. Brown, Jr.  
**FROM:** Mark Mosher

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**SUBJECT:** Jobs For Youth Committee Report to the PIC Council

The 5th annual Jobs For Youth Breakfast successfully launched our annual youth jobs campaign. The following reflects the outcome of the breakfast and our marketing efforts.

**Jobs For Youth Breakfast**

On April 28, 1998, the Jobs For Youth breakfast was attended by 357 representatives from the business community, Mayor Brown, Larry Del Carlo represented the Superintendent of Schools, various community based organizations and 54 job seeking youth. The event was chaired by distinguished representatives of both the big and small business communities; Claude Rosenberg of RCM Capital Management and David Ellington of NetNoir, Inc. respectively.

Jobs For Youth acknowledged its accomplishment for the year and awarded Blue Shield of California for its partnership with Galileo High School and use of the JFY system, Juma Ventures for its support of disenfranchised youth, Larry Stupki for his accomplishment and innovations toward youth and work force development, and two youth were awarded for their outstanding achievement: Rocheall Pierre and Tara Harvey.

This year the event was videographed and will be cover by the PIC Journal and hopefully the Chamber newsletter and the Chronicle.

**Fund raising**

This year, Jobs For Youth connected its fund raising efforts to the breakfast activities. Every Committee on Jobs company that contributed to Jobs For Youth was provided a table at the breakfast. As a result, \$118, 000 was raised to support Jobs For Youth with \$45,000 of that total dedicated to providing employment opportunities for youth. This exceeded our fund raising goals by 67%.

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

WEBSITE: <http://www.citysearch.com/sfo/jobsforyouth> EMAIL: [jfy@pacbell.net](mailto:jfy@pacbell.net)

### **Marketing Committee**

The marketing committee is actively securing ad space (i.e., Outdoor Advertising, Eller Media, MUNI and BART, in addition, Landmark Theater Slide presentations), and is developing new venues for promoting JFY. Attached is the campaign letter that will be sent out through our direct mail campaign by mid-May. This letter will be distributed to over 22, 000 San Francisco employers. We will continue to use the design and message from last year "Put Your Future to Work, Hire a Youth call 861-JOBS."

### **Operations**

As the Employment Development Department is gearing up and changing its system over to CalJobs, Jobs For Youth is working to create elements within the CalJobs system that will enable us to continue to provide the same level of service to both the employers and youth. However for the summer, we will continue business as usual on the HWDC system which enables us to match youth to jobs and maintain a separate the pool of businesses dedicated to youth employment.



To hire a youth, call 415/861-JOBS

May 1998

AN INVESTMENT  
THAT WORKS

*Jobs For Youth*

*Executive Committee*

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Chair, Jobs For Youth  
John Carver  
Chair, Fund Development  
Paul Cohen  
Marquitta Mayes  
Co-Chairs, Marketing  
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Employment Coalition  
California Employment  
Development Department  
Small Business Network  
CitySearch7  
KPX Television  
KPX Radio

*Committee on JOBS*

AirTouch Communications  
AT & T  
Bank of America  
Bechtel  
Blue Shield of California  
California Healthcare  
System  
Chevron Corporation  
Citibank  
Edgar, Dunn & Co.  
The Gap, Inc.  
McKesson Corp.  
Montgomery Securities  
Pacific Gas & Electric Co.  
Pacific Telesis Group  
Pillsbury Madison & Sutro  
RCM Capital Management  
Charles Schwab & Co.  
The Shorenstein Company  
Transamerica Corp.  
Wells Fargo Bank  
Williams-Sonoma

Dear San Francisco Employer:

If there is one thing that everyone agrees on, it is the importance of providing jobs to as many young people in our community as possible. This summer you can help us reach this goal by listing your job openings and internships -- full-time, part-time, short-term or long-term -- with the ***Jobs For Youth*** program.

***Jobs For Youth*** is San Francisco's premier comprehensive year-round job placement program for young people ages 14-24, and is sponsored by the City's business community and the more than sixty community based organizations that provide placement and support services.

When you list a job opening with ***Jobs For Youth***, experienced placement staff will prescreen potential applicants and refer only those most qualified. You make the hiring decision. And best of all, there are no fees charged for these services.

***Jobs For Youth*** can also assist you with payrolling services, workers' compensation, bonding, hiring tax credits, and work permit information. ***Jobs For Youth*** can also offer assistance with creating internships and coordinates with the San Francisco School to Career Partnership which links jobs to classroom learning.

Help us meet the challenge of providing a job for every youth who wants to work this summer. Call (415) 861-JOBS, fax the enclosed JobFax form, or return the enclosed business reply card. You can also contact us using our new infosite on CitySearch7 at [www.citysearch.com/sfo/jobsforyouth](http://www.citysearch.com/sfo/jobsforyouth). Your support makes a big difference -- thank you for helping!

Sincerely,

WILLIE L. BROWN, Jr.  
Mayor  
City and County of San Francisco  
Jobs

AL LEE  
Chief Deputy Director  
Employment Development Department

MARK MOSHER  
Chairman, Jobs For Youth  
Executive Director, Committee on

GARY FITSCHEN  
Chairman  
Private Industry Council

G. RHEA SERPAN  
President CEO &, San Francisco  
Chamber of Commerce

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PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

NOTICE of a PUBLIC MEETING  
of the  
PRIVATE INDUSTRY COUNCIL

Please RSVP to the PIC's receptionists at 431-8700 no later than Friday, May 8

DATE:	Tuesday, May 12, 1998
TIME:	3:00 - 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

**REVISED Agenda appears on reverse side**

**Additional materials are enclosed for the meeting**



Issued May 4, 1998

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## **Agenda**

### **PRIVATE INDUSTRY COUNCIL**

***Meeting of May 12, 1998***

- 1. Public testimony on agenda items \* \***
- 2. Adoption of agenda \***
- 3. Approval of minutes \***
  - a. From the Council's March 10 meeting (already mailed) \*
  - b. From the Board of Directors' April 8 meeting (already mailed) \*
- 4. Chairman's report**

Board of Directors' April 8 meeting
- 5. Forum**

PIC Committee of Contracting Agencies co-chairs Tony Lugo & Kim Mazzuca (biographies already mailed)
- 6. Committee reports**
  - a. Refugee Committee (material enclosed) — Jack Fitzpatrick
    1. Review of subcontractor performance \*
    2. Planning issues for 1998 Refugee County Plan \*
    3. Update on Elderly Refugee Grant \*
  - b. Nominating Committee — Carol Piasente
    1. Council nominations (already mailed) \*
    2. Board vacancies (already mailed) \*
    3. Other issues (already mailed) \*
  - c. Jobs For Youth Committee (already mailed) — Mark Mosher
- 7. Staff reports**
- 8. President's report (enclosed) \***
  - a. Proposed S.F. Welfare-to-Work Plan and the PIC/SFDHS contract
  - b. Department of Labor Welfare-to-Work Competitive Grants
  - c. Making Sense of Tax Credits
  - d. New PIC Brochures
- 9. Public testimony on non-agenda items \* \***

\* *May require action by the Council*

\* \* *Up to 15 minutes are scheduled for public testimony. The Chairman may set in advance a time limit for the testimony of individuals or organizations.*





PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

TO: ALL COUNCIL MEMBERS  
HONORABLE MAYOR WILLIE L. BROWN, JR.

DATE: MAY 1, 1998

FROM: JACK FITZPATRICK, REFUGEE COMMITTEE CHAIRMAN

*John F.*

SUBJECT: REVIEW OF REFUGEE SERVICE PROVIDERS, RECOMMENDED COUNTY PLAN CHANGE, AND SECOND YEAR FUNDING FOR ELDERLY REFUGEE GRANT

On April 22, 1998, the Refugee Committee considered PIC staff's review of subcontractors' performance for the first six months of FFY 1997 and recommendations of a change to the current Refugee County Plan for Targeted Assistance (TA) and Refugee Employment Social Services (RESS) funds. The Committee also considered the staff's request to submit an application for the continuation of the Elderly Refugee Grant for a second year.

**PROGRAM PERFORMANCE**

**Background**

The federal Office of Refugee Resettlement (ORR) previously implemented an Annual Performance Plan for all counties operating refugee employment service programs funded with Targeted Assistance (TA) and Refugee Employment Social Services (RESS) funds. These are federal Health and Human Services funds which go to the State, and in turn are allocated to the twelve impacted counties in California.

The Annual Performance Plan includes six performance measures: Entered Employment (full/part time); Cash Assistance Terminations due to Earnings; Cash Assistance Reductions due to Earnings; Average Hourly Wage at Placement; Employment Retention; and Entered Employment with Health Benefits. The ORR has stipulated that its goal is to see continuous improvement in each of these performance measures each year.

The State's Refugee Programs Bureau (RPB) requires that each county receiving these funds assures that its providers achieve at least 65% of their performance outcomes. Progress reports on each provider must be submitted every six months. If analysis indicates that any provider is achieving less than 65% of its goals for that time period, the county must describe in its report the action that will be taken to improve the level of performance.

Subcontractors' performances were reviewed within the context of systemic issues that have affected our overall county performance.

**Issues**

As in the past, the number of Refugee Cash Assistance (RCA) clients (single adults or childless married couples) who are mandated to enroll in our refugee funded programs has continued to decrease in San Francisco County. As of March, Department of Human Services (DHS) staff reported that there were only 60 RCA cases. Refugees on RCA continue to be our priority group as far as enrollment is concerned, however, we have not had a lot of success enrolling others on aid [Temporary Aid to Needy Families (TANF) recipients, etc.] who are not mandated to enroll in our programs. The County has not met its enrollment goals in the past few years.

Over the past two years, the subcontractors and PIC staff have done extensive recruitment of those receiving TANF, General Assistance (GA), State Supplemental Income (SSI), and Food Stamps. Unfortunately, we have had only limited success. With the implementation of the California Work Opportunity and Responsibility to Kids (CalWORKs) program in San Francisco, we expect the referrals to increase.

#### **Individual Subcontractor Performance**

The PIC funds eight agencies with RESS and TA formula monies. Five of these agencies, Career Resources Development Center (CRDC), Community Educational Services, Jewish Vocational Service (JVS), Catholic Charities/Refugee Employment Assistance Program (CC/REAP), and Third Baptist Church/African Immigrant and Refugee Resource Center (TBC/AIRRC) operate employment programs. International Institute of San Francisco and Refugee Transitions have programs that provide acculturation and social adjustment services to refugees through RESS funds. The International Rescue Committee serves as our Central Intake Point (CIP) for our refugee services.

CRDC, JVS, and CC/REAP are responsible for both Employment Services (ES) and Vocational Training (VT) programs. JVS actually has three VT programs: Certified Nursing Assistant (CNA), Office Technology and Communication, and Computer Aided Drafting Design (CADD). CRDC runs a clerical and medical/clerical training program designed to prepare refugees for medical office work. CC/REAP has a small childcare training program designed for five refugees who are 55 years of age or older. All of the VT programs include concurrent Vocational English as a Second Language (VESL) training.

Our ES programs are structurally alike. All provide concurrent English Language Training along with job search workshops, counseling, and job readiness training. CRDC has also incorporated internships into its ES program.

Although most of the programs have not had a sufficient number of clients to enroll, most have kept above the 65% threshold for both enrollments and employment entries. Some are exceeding their employment entry goals, although they have fewer clients enrolled than anticipated. Since we are only half way into the program year, data on the other performance standards is sparse.

Two of the ES programs are below the 65% threshold: Career Resources Development Center (CRDC) and Community Educational Services (CES). CRDC had major staff changes at the beginning of the program and continuing on through January. There was a period of time when the agency was not accepting enrollments into its program. In the beginning of February, the agency's new Executive Director submitted a corrective action plan which reorganized the program. At the end of March, it was at 50% of its enrollment goal and 40% of its employment entry goal. It is too early to tell if the program will rebound sufficiently to meet its goals, relative to the other programs, by the end of the program year.

The CES program targets young refugees, 18 - 25 years old. This age restriction, limits the referrals it can get from the Central Intake Point.

#### **RECOMMENDATION**

To help immediately alleviate the enrollment situation, the Refugee Committee approved a staff recommendation to revise the current Refugee County Plan to include services to refugees who are not on aid. The Refugee Committee recommends that the county plan adopt the ORR priorities in provision of services:

1. All newly arriving refugees during their first year in the U.S., who apply for services;
2. Refugees who are receiving cash assistance;
3. Unemployed refugees who are not receiving cash assistance; and
4. Employed refugees in need of services to retain employment or to attain economic independence.

### **ELDERLY REFUGEE GRANT**

In July of 1997, in response to a solicitation by ORR, the PIC, in collaboration with the San Francisco Naturalization Project, submitted a proposal for funding of a senior social services and citizenship project. The project serves refugees, 63 years of age or older, who are receiving SSI, and are not yet naturalized. PIC staff has been invited to submit a continuation application for the project for the next fiscal year beginning October 1, 1998. The Committee recommends approving this submission.

cc:     Refugee Committee  
         Refugee Proponents  
         Roger Caron, RPB  
         Patrick Duterte, DHS  
         PIC Staff

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 3, 1862. It is a very important document, as it contains the President's annual message to Congress. The letter is written in a formal, dignified style, and it is one of the most important documents in the history of the United States.

2. The second part of the document is a report from the Secretary of the Treasury, dated January 3, 1862. It is a very important document, as it contains the Secretary's annual report to Congress. The report is written in a formal, dignified style, and it is one of the most important documents in the history of the United States.

3. The third part of the document is a report from the Secretary of the Interior, dated January 3, 1862. It is a very important document, as it contains the Secretary's annual report to Congress. The report is written in a formal, dignified style, and it is one of the most important documents in the history of the United States.

4. The fourth part of the document is a report from the Secretary of the War, dated January 3, 1862. It is a very important document, as it contains the Secretary's annual report to Congress. The report is written in a formal, dignified style, and it is one of the most important documents in the history of the United States.

5. The fifth part of the document is a report from the Secretary of the Navy, dated January 3, 1862. It is a very important document, as it contains the Secretary's annual report to Congress. The report is written in a formal, dignified style, and it is one of the most important documents in the history of the United States.

6. The sixth part of the document is a report from the Secretary of the State, dated January 3, 1862. It is a very important document, as it contains the Secretary's annual report to Congress. The report is written in a formal, dignified style, and it is one of the most important documents in the history of the United States.

7. The seventh part of the document is a report from the Secretary of the War, dated January 3, 1862. It is a very important document, as it contains the Secretary's annual report to Congress. The report is written in a formal, dignified style, and it is one of the most important documents in the history of the United States.



PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

TO: ALL COUNCIL MEMBERS  
MAYOR WILLIE L. BROWN, JR.

DATE: MAY 4, 1998

FROM: STEVE ARCELONA

SUBJECT: PRESIDENT'S REPORT FOR THE MAY 12 PIC MEETING

**HUMAN SERVICES COMMISSION APPROVES CONTRACT WITH PIC**

The Budget Reconciliation Act of 1997, which made \$3 billion available nationally for Welfare-to-Work (WtW) activities, is now taking shape in San Francisco. The funds are targeted primarily to long-term (30 months or more) recipients of Temporary Assistance for Needy Families (TANF). Twenty five percent of the total appropriation has been set aside for a national competition for WtW activities, with the remaining 75% block-granted to States which will in turn allocate the funds by formula to PICs at a substate level. In order for a state to receive the block grants it must provide a one dollar match for every two federal dollars received. The State has announced that San Francisco's allocation — which will come to the PIC — is \$2.3 million. In addition, San Francisco will receive a matching amount of \$1.18 million which will go to the San Francisco Department of Human Services (DHS) as part of the locally developed CalWORKs plan.

**PROPOSED SAN FRANCISCO FEDERAL-FORMULA, WELFARE-TO-WORK PLAN AND THE CONTRACT BETWEEN THE PIC AND THE SFDHS THAT IS TO BE INCORPORATED WITHIN IT**

In early March, the State's Employment Development Department (EDD) requested that, in collaboration with their local elected officials and their designees, private industry councils develop and submit to it by April 30th the first of two Local Federal-Formula, Welfare-to-Work (WtW) Plans for the three-year period from 1998 to 2001.

While the EDD required that all Local Federal-Formula, WtW Plans be consistent with the State's Approved WtW Plan and with local plans for using the State's WtW Matching Funds which are proposed in that plan to be allocated to each county welfare department, the April 30th due date for the Local Federal-Formula, WtW Plans was changed to a "target date" because the U.S. Department of Labor had neither approved nor disapproved the State's WtW Plan by April 30th.

Nevertheless, because implementation of San Francisco's CalWORKs (or "Welfare Reform") Plan began on April 6th and because, under it, the San Francisco Department of Human Services (SFDHS) expected to begin referring approximately 600 CalWORKs Recipients per month to employment and training services by that date or May 1st at the latest, staff representatives of the PIC and the SFDHS proceeded to negotiate a 3.25-year contract that would provide the PIC with \$7.085 million of the following funds:

1. approximately \$1.18 million of "Welfare-to-Work Matching Funds" (after they have been provided by the California Department of Social Services to the SFDHS, as is now being proposed);
2. \$225,000 of FY'97-'98 San Francisco General Funds;

3. \$1.5 million of FY'98-'99 San Francisco General Funds;
4. approximately \$1.18 million of "Welfare-to-Work Matching Funds" (if there is a second federal appropriation of approximately \$1.5 billion of Welfare-to-Work funds, if the amount of California's allotment of those funds is approximately equal to its first allotment of them, if the State provides the required matching funds in the same manner that it is now proposing that they be provided with respect to the first allotment, and after those matching funds have been provided by the CDSS to the SFDHS);
5. \$1.5 million of FY'99-'00 San Francisco General Funds; and
6. \$1.5 million of FY'00-01 San Francisco General Funds.

Under this contract, the PIC will, in consultation with the SFDHS, develop additional employment and training programs to serve CalWORKs recipients (i.e., not limited to only those recipients who are deemed to be eligible for WtW-financed services) and it will administer them in conjunction with all of the other employment and training programs that it already administers in serving, among others, CalWORKs recipients (e.g., all JTPA, the Homeless Employment Collaborative, the JFY, the refugee employment programs).

Staff representatives of the PIC and the SFDHS have negotiated and are in the process of implementing specific plans in that contract for the SFDHS' appraisal, assessment, and referral of CalWORKs recipients for enrollment in employment and training programs that are appropriate for those recipients and are or will be under subcontract to the PIC. PIC and SFDHS representatives are also still negotiating what specific financial, participant, and program data should be collected and reported on the additional programs that are to be financed with the City's General Funds and how.

As a consequence, specific details of the procedures for appraising, assessing, determining WtW eligibilities, and referring CalWORKs recipients to PIC programs financed with WtW funds are still being negotiated as are the data collection and reporting procedures.

Notwithstanding the facts that the State's WtW Plan has still not been approved by the U.S. Department of Labor and that one cannot possibly know all of the requirements that will apply to the Local Federal-Formula, WtW Plans that would be authorized under it, the Council and the Mayor could either:

- \* approve the San Francisco Federal-Formula, WtW Plan that staff representatives of the PIC and the SFDHS decide is ready to be submitted to the EDD, subject to its subsequent ratification and any additional modifications that may be required; or
- \* instruct Staff Representatives of the PIC and the SFDHS to complete their negotiations of all of those details and obtain the approvals of either the Council (its next regularly-scheduled meeting is July 14 or of its Board of Directors before submitting it to the EDD.

Because time is of the essence in implementing San Francisco's CalWORKs Plan, Staff recommends that the Council and the Mayor approve San Francisco's Federal-Formula, WtW Plan for submission to the EDD just as soon as the Staffs of the PIC and the SFDHS can determine that is appropriate subject to the subsequent ratifications of the Council and the Mayor and to any modifications that appear to be needed.

**Partial Report on the First Round Competitive WtW Grant Applications that have been submitted on behalf of San Francisco's CalWORKs Recipients:**

In March, the PIC, the Council, the SFDHS and the Mayor submitted six grant applications to the U.S. Department of Labor for Competitive WtW Grants.



The U.S. Department of Labor announced that on May 4th it would publish on the Internet (at <http://doleta.wtw.gov>) those grant applications, among the 700 that were submitted, that were not even close to being selected. This would give them the opportunity to submit a revised proposal for the second round of competitive grants.

On May 15th, the Labor Department is scheduled to announce on the same web site those grant applications that were close to being selected but cannot be until they are revised and resubmitted for the Second Round, and, on May 27th, the President is scheduled to announce those which have been selected.

Staffs of the PIC and the SFDHS will publish the contents of those announcements just as soon as they are received.

### **MAKING SENSE OF TAX CREDITS**

The Quick Guide for hiring tax credits has been published I am hoping it will be ready for distribution at the PIC meeting. In the meantime, you can find it on the internet at ([www.sftaxcredits.com](http://www.sftaxcredits.com)). Very much related to the Quick Guide, On April 16, the PIC brought on staff a Business Services Manager, Bonnie Carroll, who will be responsible for answering calls that come into the PIC over the new tax credit hot line, and assisting potential employers in matching their job vacancies with individuals trained by PIC subcontractors. A true service to employers. Thanks go to the representatives the Mayor's Office of Economic Development, the Mayor's Office of Community Development, the Employment Development Department and the Recycling Market Development Zone and the Department of Human Services for their assistance in the development of the Quick Guide and the Tax Credit Web Site.

### **PIC'S OPEN HOUSE**

After nine months in our new premises, most things were in pretty good order so that we could have an official open house. The event which took place on April 30, and over 200 guests enjoyed finger foods prepared by three PIC subcontractor: Chinatown American Cooks School, Ella Hill Hutch Community Center and the Haight Ashbury Food Program. Our guest were able to explore several web sites: the Hiring Tax Credits, the PIC's still draft web page, and the Jobs For Youth website.

### **NEW BROCHURES**

In addition to the Quick Guide to hiring tax credits, the PIC has also developed two new brochures one which focuses on the displaced workers titled, "Need a new JOB?" and the other titled, "Need A Good Employee?" focuses on the needs of potential employers. Copies of the brochures are enclosed with this mailing

### **CWA BOARD OF DIRECTORS**

In April I was appointed to the Executive Board of the California Workforce Association. This is a membership organizations comprised mostly of 52 Private Industry Councils in California. I will be serving on the Legislative and Program committees.

cc: PIC Subcontractors  
PIC Staff



1. General Information: Name, Address, City, State, Zip, Country, Telephone, Fax, E-mail, Website, etc.

2. Purpose of the Study: Briefly describe the purpose of the study and the objectives of the research.

3. Methodology: Describe the methodology used in the study, including the design, data collection methods, and analysis techniques.

4. Results: Present the results of the study, including the findings and conclusions.

5. Discussion: Discuss the implications of the findings and the limitations of the study.

6. References: List the references used in the study.

7. Appendix: Include any additional information, such as questionnaires, interview schedules, or data tables.

8. Acknowledgments: Acknowledge the support and assistance of others in the study.

9. Conclusion: Summarize the main findings and conclusions of the study.



PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

**NOTICE of a PUBLIC MEETING  
of the  
PRIVATE INDUSTRY COUNCIL**

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*Please RSVP to the PIC's receptionists at 431-8700 no later than Friday, July 10*

DATE:	Tuesday, July 14, 1998
TIME:	3:00 – 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

*Agenda appears on reverse side*

*Issued July 7, 1998*



*If you require special accommodation due to a disability, please call Roberta Fazande at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance*

**Know your rights under the Sunshine Ordinance  
(Chapter 67 of the San Francisco Administrative Code)**

*Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.*

*For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415/554-6075.*

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

**Agenda**  
**PRIVATE INDUSTRY COUNCIL**  
**Meeting of July 14, 1998**

- 1. Public testimony on agenda items \* \***
- 2. Adoption of agenda \***
- 3. Approval of minutes**
  - a. From the Council's March 10 meeting (to be mailed) \*
  - b. From the Council's May 12 meeting (to be mailed) \*
- 4. Chairman's report**
  - a. Board of Directors' July 14 meeting
    1. Annual election of Directors
    2. Annual election of officers of the Board
  - b. Board's June 23 meeting
    1. Issuance of Refugee Request for Proposals
    2. Adoption of San Francisco's Welfare-to-Work Plan (enclosed)
    3. Community participation plan for development of San Francisco's Welfare-to-Work operational plan — Steve Arcelona (enclosed) \*
- 5. Forum**

*"Tax Credits for San Francisco Employers"* — Bonnie Carroll, PIC Business Services Manager  
A discussion of the various tax credits available to employers in San Francisco, their benefits, and how to take advantage of them
- 6. Staff reports**
  - a. Summer Youth Employment & Training Program — Brenda Brown
  - b. Meeting in Baltimore, Maryland with U.S. departments of Labor and Health and Human Services on Welfare-to-Work Competitive Grant — Joyce Crum
  - c. JTPA waivers — Raymond Holland
- 7. President's report (enclosed) \***
  - a. House of Representative's subcommittee vote to eliminate funding for the 1999 Summer Youth Employment & Training Program (enclosed)
  - b. DOL Welfare-to-Work
    1. Appointment of PIC Welfare-to-Work Director
    2. Competitive Grants
  - c. Personal Assisted Employment Program (PAES)
  - d. PIC's improved & expanded website at [www.picsf.org](http://www.picsf.org)
- 8. Public testimony on non-agenda items \* \***

\* May require action by the Council

\*\* Up to 15 minutes are scheduled for public testimony. The Chairman may set in advance a time limit for the testimony of individuals or organizations.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

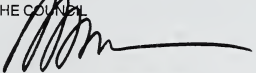
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MEMORANDUM

TO: ALL MEMBERS OF THE COUNCIL DATE: JUNE 30, 1998

FROM: STEVE ARCELONA 

SUBJECT: FINAL VERSION OF SAN FRANCISCO'S FFY 1997-2000 FEDERAL-FORMULA, WELFARE-TO-WORK PLAN

Attached, for your information, is a final version of San Francisco's initial "FFY 1997-2000 Federal-Formula, Welfare-to-Work Plan" which was approved by the Board of Directors on June 23rd and subsequently by the Mayor and is being submitted to the State's Employment Development Department today. This version is identical to the versions that were proposed by the PIC Staff on May 22nd and by the Planning Committee on June 1st except for the following:

1. the four subparagraphs beginning right after subparagraph II.A.2.h. and ending with subparagraph II.A.2.k. (on page 5 of 17) and the initial subparagraph under subparagraph II.C.2. (on page 7 of 17) have been revised to clarify the authorities and responsibilities of the PIC and the SFDHS in response to the first and third issues in Will Lightbourne's letter of June 1st (in Attachment No. 8);
2. subparagraphs II.B.1.h., i., j., and k. (on page 6 of 17) have been revised to incorporate all of the modifications suggested in the second item of that same letter from Mr. Lightbourne;
3. subparagraph III.A.2. (on pages 9-11 of 17) has been revised to incorporate all modifications suggested in the fourth item of Mr. Lightbourne's letter and to define each of those activities or services (while the Plan incorporates all fourteen activities or services authorized in federal law, it consolidates them, for purposes of simplicity, into the following four activities or services --- "Independent Job Placement Services", "Job Readiness Services", "Post Employment Services", and, if used, "Employment and Training Services Related to Individual Development Accounts");
4. subparagraph III.B.4. (on page 12 of 17) has been revised to clarify the collective intent of the PIC and the SFDHS in response to the observations made by representatives of the San Francisco Neighborhood Legal Assistance Foundation on June 1st (in Attachment No. 8); and
5. subparagraph VI.A.1. (on pages 16-17 of 17) has been revised to incorporate language explaining the "Fixed-Unit Price, Performance-Based Contract" (FUPPBC) instrument, as suggested by Mr. Lightbourne in his letter of June 1st, and explaining how the procurements of "On-the-Job Training (OJT)" and "Individual Referral to Classroom Training" contracts will be conducted.

The attachments to this Plan are identical to those in the May 22nd and June 1st proposed versions of it except that the "Signature Sheet" in Attachment No. 1 has been executed, an executed copy of the SFDHS-PIC contract has been incorporated in Attachment No. 6, and Attachment No. 8 contains copies of all comments received with regard to proposed versions of this Plan and the PIC's responses to them.

If you have any questions or additional comments about this Plan, please let us know. We will let you know when the Secretaries of Health and Human Services and of Labor have approved the State's FFY 1997-2000 Federal-Formula, Welfare-to-Work Plan and, as partial result, when the State has certified this Plan.

cc: All Members of the Planning Committee Will Lightbourne and SFDHS Staff  
PIC Staff and all PIC Subcontractors Stephen Bingham, SFNLAF  
Scott Winkler, EDD/JTPD





PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

June 30, 1998

Mr. Jim Curtis  
Job Training Partnership Division, MIC 69-1  
Employment Development Department  
Post Office Box 826880  
Sacramento, CA 94280-0001

Dear Jim:

Enclosed are four copies, two of which contain original signatures of the Mayor and of the Council's Chairman, of San Francisco's, initial "FFY 1997-2000 Federal-Formula, Welfare-to-Work Plan". The outline of this Plan follows that which was prescribed in "Welfare-to-Work Directive No. D98-1" dated March 10th and in the March 11th and April 7th "Errata" that were issued with respect to it.

Please have this Plan reviewed as soon as possible and have any questions or comments about it directed either to Ray Holland or to me.

We are eager to have this Plan informally certified as promptly as possible so that, once the State's "FFY 1997-2000 Federal-Formula Welfare-to-Work Plan" has been approved by the Secretaries of Health and Human Services and of Labor, your office can immediately and officially "certify" it and authorize the PIC to begin incurring costs under it.

In anticipation of such a quick turnaround, would you please have a copy of the WtW Subgrant Agreement that your office will be proposing forwarded to me as soon as possible so that we may review it and promptly suggest any revisions we think are necessary?

Sincerely,

Steve Arcelona  
President

cc: Mayor's and PIC Staffs  
All Members of the Council and its Planning Committee  
All PIC Subcontractors  
Will Lightbourne, SFDHS  
Stephen Bingham, SFNLAF

Enclosure







PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

FFY 1997 - 2000  
FEDERAL-FORMULA,  
WELFARE-TO-WORK PLAN  
FOR THE CITY AND COUNTY OF  
SAN FRANCISCO

(JUNE 23,1998)



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**SAN FRANCISCO'S WELFARE-TO-WORK FORMULA PLAN****I. Responsible Entities****A. Administrative and Fiscally Responsible Entity**

The Private Industry Council of San Francisco, Inc. (i.e., hereinafter the "PIC Inc."), on behalf of the San Francisco Partnership, is accepting the responsibilities for both receiving and administering a subgrant for the federally-financed, formula-allocated, "Welfare-to-Work Program" for the City and County of San Francisco.

Because the first two forms appended to "Welfare-to-Work Directive WD98-1" are inapposite to the specific governance structure of the San Francisco Partnership and are inconsistent with the provisions of federal law (at section 103 *et seq.* of the *Job Training Partnership Act* or JTPA), the "WtW Signature Page" and the "WtW Responsible Parties" form have been revised, an executed copy of the substitute version of each form is incorporated in this plan as Attachments No. 1 and No. 2, and a copy of the "San Francisco Partnership Agreement" has been appended to this plan as Attachment No. 3.

**B. Joint Resolution**

Because the "WtW Sample Joint Resolution" is contrary to the requirements of federal law [at section 103 (c) of the JTPA and subsection 403 (a)(5)(A)(vii)(I) of the *Social Security Act* or SSA], a copy of an October 1986 legal opinion of the San Francisco City Attorney is substituted for it as Attachment No. 4 and it should be considered, along with Attachments No. 3 and No. 5, as the source of authority that would otherwise be encompassed in such a "joint resolution".

While Attachment No. 1 contains the signatures of the Chairman of the Private Industry Council (i.e., hereinafter the "Council") and of the Mayor of San Francisco, authorization for the President of the PIC, Inc. to sign subsequent documents (e.g., the subgrant agreement, etc.) related to this plan on their behalves is appended to this plan as Attachment No. 5.

**II. Eligibility****A. Eligible Populations and Targeting Strategies****1. Eligible Populations**

The San Francisco Department of Human Services (i.e., hereinafter the "SFDHS") will provide certifications of the eligibility determinations to the Private Industry Council of San Francisco, Inc. (PIC, Inc.) for each CalWORKs Recipient referred for employment or training that s/he meets all three sets of criteria listed in subparagraphs a., b., c., and d. of this paragraph or those specified in paragraph II.B.1 of this plan:

- a. the individual is receiving CalWORKs benefits on the date of referral; and
- b. the individual has two of the following three barriers to employment:

WtW Local Plan	<input checked="" type="checkbox"/> Initial Plan	<input type="checkbox"/> Modification
Service Delivery Area	City and County of San Francisco	Date: June 23, 1998

- i. has not completed secondary school or obtained a certificate of general equivalency and has low skills in reading or math (i.e., proficiency is a 8.9 grade level or below);
- ii. requires substance abuse treatment for employment;
- iii. has a poor work history (i.e., worked no more than three consecutive months in the past twelve calendar months); and
- c. the individual must be a "long-term" recipient meeting one of the following two sets of criteria:
  - i. has received assistance under the CalWORKs Program or its predecessor for at least thirty months (months do not have to be consecutive); or
  - ii. will become ineligible for assistance within twelve months due to either Federal or State durational limits (this includes those individuals who have been exempted from the durational limits due to hardship but would face termination within twelve months without that exemption).
- d. A non-custodial parent of a minor child is also eligible to participate under the "seventy percent" criterion if the custodial parent meets all of the criteria specified in the immediately preceding subparagraphs a., b., and c.
- e. The PIC, Inc., in collaboration with its subcontractors and the SFDHS, will ensure that at least seventy percent of all "Federal-Formula and Matching Welfare-to-Work Funds" are expended on these particular CalWORKs Recipients under the requirements of subsection 403 (a)(5)(C)(ii) of the SSA.
- f. In addition, the PIC, Inc., in collaboration with its subcontractors and the SFDHS, will ensure that no more than thirty percent of all "Federal-Formula and Matching Welfare-to-Work Funds" are expended on those persons who are identified in paragraph II.B.1. of this plan as permitted under subsection 403 (a)(5)(C)(iii) of the SSA.

## 2. Targeting Strategy Coordination with the SFDHS:

Effective April 1st, the SFDHS and the PIC, Inc. entered into a 3.25-year contract (refer to Attachment No. 6) which:

- a. would create a single, integrated set of procedures for appraising, assessing, and referring CalWORKs Recipients from the SFDHS to any program that is under subcontract to the PIC, Inc. (regardless of the original source of financing for those programs) and to other employment and training programs (e.g., subcontractors of the Mayor's Office of Community Development financed with Community Development Block Grant funds, San Francisco WORKS programs financed with private sector contributions and Employment Training Panel funds, any "Competitive Welfare-to-Work" that are selected from among those proposed in March of 1998, etc.); and

- b. with \$7.085 million from the following sources to supplement the overall number of programs that would be under subcontract with the PIC, Inc. and available for CalWORKs Recipients:
- i. approximately \$1.18 million of "Welfare-to-Work Matching" funds (after they have been provided by the California Department of Social Services to the SFDHS as is now being proposed);
  - ii. \$225,000 of FY'97-'98 San Francisco General Funds;
  - iii. \$1.5 million of FY'98-'99 San Francisco General Funds;
  - iv. approximately \$1.18 million of "Welfare-to-Work Matching" funds (if there is a second federal appropriation of approximately \$1.5 billion of Welfare-to-Work funds, if the amount of California's allotment of those funds is approximately equal to its first allotment of them, if the State provides the required matching funds in the same manner that it is being proposed they be provided with respect to the first allotment, and after those matching funds have been provided by the CDSS to the SFDHS);
  - v. \$1.5 million of FY'99-'00 San Francisco General Funds; and
  - vi. \$1.5 million of FY'00-01 San Francisco General Funds.

Under this contract, the PIC, Inc. will, in consultation with the SFDHS, develop additional employment and training programs to serve CalWORKs Recipients (i.e., not limited to those described in subparagraph II.A.1. of this plan) and it will administer those employment and training programs in conjunction with the following programs that it already administers in serving, among others, CalWORKs Recipients:

- c. all employment and training programs authorized under this federal "Welfare-to-Work Formula Program" and the subgrant agreement that results from this plan;
- d. all employment and training programs (approximately a dozen with between 400 and 600 subcontracts per year) authorized under the federal *Job Training Partnership Act* (JTPA) and the appropriate biennial San Francisco Job Training Plan;
- e. all employment and training programs (i.e., the Refugee Employment Social Services Program, the Refugee Targeted Assistance Program, the Secretary's Discretionary Targeted Assistance Program, and the Elderly Refugee Assistance Program) authorized under the federal *Immigration and Nationality Act* and an equal number of separate San Francisco Plans for refugees who are being or have been resettled in San Francisco (which will include those who will be receiving "Refugee Cash Assistance" or other benefits under San Francisco's CalWORKs Program);
- f. an employment and training program authorized under the federal *Stewart B. McKinney Homeless Assistance Act* and San Francisco's Supportive Housing



Program for homeless individuals and families, including those who are receiving CalWORKs benefits;

- g. the Jobs For Youth Program, an employment and training program, financed primarily from private sources, for youths between 18 and 24 years of age; and
- h. any "Competitive Welfare-to-Work" employment and training programs that are selected by the U.S. Department of Labor from among the six applications that were submitted on behalf of San Francisco CalWORKs Recipients in March of 1998.

From the approximately 600 CalWORKs Recipients anticipated to be referred for employment and training services monthly, the PIC, Inc. will determine, from the eligibility information and the Individual Responsibility Plan provided by the SFDHS in subparagraphs II.A.1. and II.B.1. of this plan which CalWORKs Recipients should be enrolled in which program based on:

- i. the differing eligibility and other requirements of the State and Federal Governments that apply to each of those programs and the source or sources of financing for each;
- j. the availability of the appropriate employment and training services in each of those programs; and
- k. the specific subcontractor or subcontractors of the PIC which, it is projected, would provide those services most effectively and most efficiently.

Because the eligibility criteria specified in subparagraph II.A.1. of this plan are generally more limited than they are for any of the other employment and training programs:

- l. enrollments in all programs financed under this plan will generally be limited to those described in subparagraph II.A.1. of this plan to ensure that at least seventy percent of the "Federal-Formula and Matching Welfare-to-Work" funds are expended on that subgroup of CalWORKs Recipients;
- m. enrollments of CalWORKs Recipients identified in paragraph II.B.1. of this plan in programs financed under it will be subject to case-by-case approval by a senior representative to be appointed by the President of the PIC, Inc. in order to ensure that not more than thirty percent of the "Federal-Formula and Matching Welfare-to-Work" funds are expended on this subgroup of CalWORKs Recipients;
- n. all other CalWORKs Recipients will be served in the other employment and training programs listed in subparagraph II.A.2. of this plan; and,
- o. as experiential data are gathered, the characteristics of those CalWORKs Recipients identified in subparagraph II.B.2. of this plan will be reviewed and modified as appropriate.



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## B. Additional Eligible CalWORKs Recipients

### 1. Additional Characteristics

CalWORKs Recipients who possess the following characteristics associated with long-term welfare dependence will also be served under this plan so long as the aggregate costs of those services does not exceed thirty percent of the amount of "Federal-Formula and Matching Welfare-to-Work Funds" that are available:

- a. those with disabilities;
- b. those who are displaced homemakers;
- c. those who are ex-offenders;
- d. those who high school dropouts;
- e. those who are homeless;
- f. those who are pregnant teens;
- g. those who are substance abusers;
- h. those with poor work histories (employed fewer than 13 consecutive weeks in the last 12 months);
- i. those with reading or math competencies that are below the 9th grade level;
- j. those without a GED;
- k. those who are survivors of domestic violence; and
- l. others as determined by any potential plan modifications described in subparagraph II.A.2.o. of this plan.

### 2. Additional Characteristics Coordination with the CWD

Representatives of the SFDHS are in agreement with and support the additional characteristics specified in subparagraph II.B.1. of this plan.

## C. Mechanisms for Ensuring:

### 1. the Determination of Eligibility:

For all persons who are referred for possible enrollment in any employment and training program that is or will be financed under this plan, the SFDHS will determine and provide the PIC, Inc. with written certifications:

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- a. of a referred person's reciprocity of CalWORKs benefits or, if a non-custodial parent of a child whose custodial parent is a CalWORKs Recipient, of that fact; and
- b. of a CalWORKs Recipient's possession of the characteristics defined in subparagraphs I.A.1. or II.B.1. of this plan.

For CalWORKs Recipients who are referred for possible enrollment in any other employment and training program that is under subcontract to the PIC, Inc. but not financed under this plan, the PIC, Inc. will determine and certify compliance with any additional eligibility criteria (e.g., age, Selective Service System registration, etc.), where that is necessary and the PIC, Inc. will collect whatever other data on the individual are required.

## 2. the Development of Individual Responsibility Plans:

In collaboration with each CalWORKs Recipient and current or prospective subcontractors of the PIC, Inc., the SFDHS Employment Specialist (and, where appropriate, its Assessor, Job Developer, et al.) will conduct an assessment and develop an initial Individual Responsibility Plan (IRP). That IRP will accompany the CalWORKs Recipient when he or she is referred to the PIC, Inc. and, as determined by an authorized representative of the PIC, Inc., when he or she is subsequently referred to one of the PIC's current or prospective subcontractors.

The SFDHS Employment Specialist will retain general Case Management responsibility for the CalWORKs Recipient while he or she is enrolled in a subcontracted employment and training program of the PIC, Inc.

The PIC Subcontractor and the PIC, Inc. will be responsible for providing the SFDHS with periodic data and reports that are described in the subcontract between the PIC, Inc. and its subcontractor and in the contract between the PIC, Inc. and the SFDHS.

## 3. CalWORKs Recipients Referral and Enrollment Flows:

(See following page)

## III. Allowable Activities

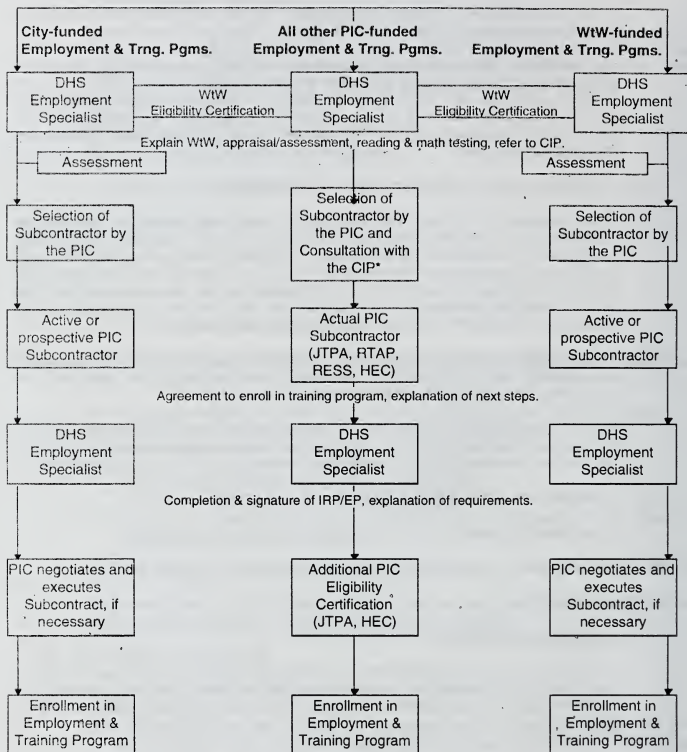
### A. Planned Services

#### 1. as defined in CalWORKs

The PIC, Inc. plans to provide "Work Experience", "Community Services", "On-the-Job Training", "Contracts or Vouchers for Job Readiness", or any combination thereof as each of those terms are defined in the State's approved Formula Welfare-to-Work Plan.

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## PROCESS FOR DETERMINING WTW ELIGIBILITY, COMPLETING THE IRP, AND REFERRING CALWORKS RECIPIENTS TO, AND ENROLLING IN, PIC-SUBCONTRACTED EMPLOYMENT AND TRAINING PROGRAMS



\* CIP is Central Intake Point for Refugee programs.

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### III. Allowable Activities (continued)

#### A. Planned Services (continued)

##### 2. as defined Locally

The PIC, Inc. also plans to provide some or all of the following activities or services:

##### a. "Job Creation through Public and Private Wage Subsidies":

New jobs will be created through partial or complete subsidies of wages and fringe benefits that are normally paid by that specific employer in each case for the same or similar jobs, provided that:

- i. all employment and labor standards of applicable federal, state, and local laws are met;
- ii. the requirements of 20 CFR § 645.255, § 645.260, § 645.265, and § 645.270 of the "Interim Final WtW Rule" are met; and,
- iii. where applicable, those subsidies have, prior to their implementation, been approved in writing by all parties to any existing collective bargaining agreements.

These activities are included among "Post Employment Services" in subparagraph II.A.2.d. of this Plan; expenditures for these activities will not be reported separately.

##### b. "Contracts or Vouchers for Independent Placement Services ...":

Contracts or vouchers for "Stand Alone Job Placement Services" (or for "Independent Job Placement Services") will meet the deferred payment requirements of section 403 (a)(5)(C)(i) of the SSA and of 20 CFR § 645.230 (a)(3) of its Interim Final Rule.

All financial data for these activities will be collected, maintained, and reported separately.

##### c. "Contracts or Vouchers for Dependent Placement Services ...":

Contracts or vouchers for "Dependent Job Placement Services" that are incident to and integrated into the same contract or voucher for one or more of the other WtW services that have been selected in this Plan will meet the requirements of section VI.A.1. of this Plan but will not comply with the requirements of either section 403 (a)(5)(C)(i) of the SSA or 20 CFR § 645.230 (a)(3) of its Interim Final Rule.

These activities are included in either "Job Readiness Services" in subparagraph III.A.1 of this Plan or in "Post Employment Services" in subparagraph III.A.2.d. of this Plan; expenditures for these activities will not be reported separately.

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d. "Contracts or Vouchers for ... Post Employment Services":

Contracts or vouchers for "Post Employment Services" may include, but will not be limited to, "Community Services", "Dependent Job Placement Services", "Job Creation through Public and Private Wage Subsidies", "Job Retention and Support Services", "On-the-Job Training", and "Work Experience".

While the length of time that a wage described under section III.A.2.a. is subsidized will generally be specified in the PIC's Subcontract, the employer and the employee will be the only parties who determine if an unsubsidized job is going to be retained for a specific period of time. While the relationship between those two parties (regardless of whether the employment relationship is "at-will", subject to an imputed contract, or subject to an actual contract such as a collective bargaining agreement) will be respected in this WtW Plan, the current or former WtW Participant who has become an unsubsidized employee will frequently need additional services.

These additional services may include, but will not be limited to, basic educational skills training, English-as-a-Second Language training, occupational skills training, internships financed under this Plan and they may also include, but will not be limited to, childcare services, crisis intervention services, dental services, medical services, mental health services, medical or non-medical substance abuse treatment, personal support services, tools, transportation services, uniforms, etc. financed under the San Francisco CalWORKS Plan, other plans, a combination of those plans, or, if not available, under this Plan.

As described in section III.B.3. of this Plan, authorized representatives of the PIC, Inc. or one of its subcontractors will assume case management responsibilities for that individual's employment and training services (which would include a collaborative determination of the individual's employment-related supportive service needs) and will coordinate with the assigned SFDHS Employment Specialist, who will maintain overall case management responsibility for arranging the provision of all employment-related supportive services determined to be needed and allowable.

e. "Job Retention and Support Services":

Included in "Post Employment Services" described in subparagraph III.A.2.c. of this Plan.

f. "Funding for Individual Development Accounts":

While activities related to this service would only be provided under this Plan if the service is provided under San Francisco's CalWORKS Plan and while the SFDHS does not appear to have any present intention of providing it, were it to do so, the PIC, Inc. would collaborate in the provision of whatever WtW service is deemed to be an appropriate complement or supplement to that service and to the extent permitted by federal and state laws and the budget for this Plan; or

g. any combination of these services.



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The PIC, Inc. may also provide these or related services with other sources of financing (e.g., San Francisco General Funds, JTPA funds, HEC funds, RESS funds, RTAP funds, etc.) where appropriate and where they may aid in the refinement of the local definitions for these services. It is also possible that combinations of any of these services and sources of financing will be used.

## B. Overall Services Strategy

### 1. Overall Service Strategy

As described in Paragraph II of this plan, services provided in the "Federal-Formula and Matching Welfare-to-Work Programs" and other employment and training programs administered by the PIC, Inc. will be a key component of San Francisco's CalWORKs Plan.

The appropriateness and timing of those employment and training services provided in that component, along with services provided in other components (e.g., childcare services, mental health services, substance abuse services, etc.), will be orchestrated by the SFDHS, which will retain overall case management responsibility.

### 2. Determination of Appropriate Services

As described in subparagraph II.C.2. of this plan, the SFDHS Employment Specialist, in collaboration with the CalWORKs Recipient, will develop an initial Individual Responsibility Plan (IRP). Additional information developed by the PIC, Inc. or its subcontractor after working with the CalWORKs Recipient may indicate that the IRP should be revised. In such cases, the PIC, Inc. or its subcontractor, in collaboration with the CalWORKs Recipient, will communicate that information to the SFDHS for review and possible action.

### 3. Service Strategy Results

Once an IRP has been executed by the SFDHS Employment Specialist and the CalWORKs Recipient and WtW eligibility certified by the SFDHS, the CalWORKs Recipient, along with his or her IRP and eligibility certification, will be referred to the PIC, Inc.

Once the PIC, Inc. and its subcontractor have determined that enrollment of a referred CalWORKs Recipient is appropriate, that decision will be communicated to the SFDHS and the SFDHS will provide the PIC, Inc., through electronic data transfer if that proves to be feasible, with all of the available and appropriate characteristics data that the SFDHS has previously collected on that individual.

Once enrolled in an employment and training program, the PIC, Inc. and its subcontractor will assume case management responsibilities for that individual's employment and training services and will coordinate with the assigned SFDHS Employment Specialist, who will maintain overall case management responsibility.

Integral to that coordination, will be the discharge:

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- a. by the PIC, Inc. and its subcontractor of all periodic data collection and status reporting responsibilities of employment and training services to the SFDHS; and
- b. by the SFDHS of all reporting responsibilities (e.g., with respect to supportive services) to the PIC, Inc. and its subcontractor.

While the primary industries in San Francisco's immediate labor market are finance, insurance, real estate, and business services, within the last year the building and construction industries have undergone a remarkable renaissance. As a result while job development and placement efforts will continue to be focused on occupational demand in the former industries, specific efforts are being made in all of San Francisco's workforce and economic development efforts to respond to the evolving skilled labor shortage in the latter industries.

#### 4. Job Retention and Support Services

Please refer to sections III.A.2, III.A.3., and II.B.3. of this Plan. Regardless of whether the CalWORKs Recipient's employer is temporary and subsidized, temporary and unsubsidized, or permanent and unsubsidized, representatives of the PIC, Inc. and its subcontractor will be the primary contact for representatives of the employer and (if applicable) of the local unit of organized labor for purposes of determining, in consultation with the CalWORKs Recipient, how he or she is progressing on the job and what additional services, if any, are indicated.

Since the 'SFDHS' Employment Specialist will also be maintaining contact with the CalWORKs Recipient while he or she is enrolled in employment and training programs, the CalWORKs Recipient will have five possible parties through which his or her needs for additional job retention and support services may be articulated. While one would hope that the CalWORKs Recipient would have enough faith and trust to articulate those needs as candidly as possible with any of those five parties, experience demonstrates that is not always the case, especially in cases in which confidentiality is at issue.

As a consequence, if additional services are indicated or recommended, appropriate representatives of the SFDHS, of the PIC, Inc., or of the PIC Subcontractor and the CalWORKs Recipient will consult at the earliest possible moment to evaluate if and how they could be provided and, if warranted, to authorize their provision at the earliest possible moment.

### IV. Coordination

#### A. Coordination with Local Partners

In October of 1996, Mayor Brown formed a Welfare Reform Task Force in response to the passage of the *Personal Responsibility and Work Responsibility Act of 1996* amending the SSA. The Task Force was comprised of 120 community advocates, public assistance recipients, service providers, business people, and representatives of the religious community, along with 60 staff members representing City departments. A final report was issued in May of 1997.



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To implement San Francisco's January 1998 CalWORKs Plan, a Workforce Development Steering Committee, composed of the senior managers of most departments of the City and County of San Francisco and (as a quasi-department of the City and County) the PIC, Inc. was formed in October of 1997. Building on the work of the Mayor's Welfare Reform Task Force, the Committee identified serious deficiencies in the capacity of the local employment and training infrastructure to move eligible recipients into permanent employment. Also, it was clear neither public nor private agencies were prepared for the scale at which services must be offered in this new environment. The Committee prioritized three categories in which the issues of scale intersect with serious deficiencies. These categories are:

1. gaps in the kinds of service offered, particularly comprehensive employment retention;
2. insufficient transitional and supported work opportunities for those hardest to employ; and
3. inadequate mechanisms to support welfare recipients' ability to move into the trades and take advantage of San Francisco's major construction boom.

Along with senior representatives of the San Francisco Chamber of Commerce, the Committee on Jobs (representing San Francisco's 36 largest employers), the United Way of the Bay Area, and the SFDHS, the President of the PIC, Inc. participates as a member of the Board of Directors of San Francisco WORKS, a private sector initiated response to "welfare reform" that is primarily financed by the private sector but also by the Employment Training Panel.

To facilitate the private sector's increased participation in recruiting, hiring, training, and retaining CalWORKs Recipients, the PIC, Inc., in collaboration with the Mayor's Office of Economic Development, and representatives of both the Committee on Jobs and the Small Business Network (which, in collaboration with the PIC, Inc. is sponsoring the Placement Partnership Initiative, another private sector response to "welfare reform") has published a "Quick Guide to Ten Federal, State, and Local Tax Credits". The PIC, Inc. will administer the "Hot Line" listed in that guide to assist employers, their accountants, and their attorneys in promptly identifying and obtaining those tax credits that are most appropriate.

A CalWORKs Oversight Committee (which includes representation from the PIC, Inc.) has recently been formed to advise the SFDHS on the implementation of San Francisco's CalWORKs Plan and the PIC on the implementation of all workforce development efforts (including those described in this plan) in that plan.

Legislation has been proposed in the San Francisco Board of Supervisors to establish a "First Source Hiring Program" and to create a "First Source Hiring Administration" which would require all City contracts, property contracts, and building permits to contain provisions for priority review of employment applications from "economically disadvantaged individuals" (as defined in JTPA).

Please refer also to Attachment No. 6 to this plan, to San Francisco's PY'96-'97 and PY'98-'99 Job Training Plans, and to the One-Stop Career Center System Implementation Subgrant Agreement between the PIC, Inc. and the EDD/OSO.

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## B. Locally-Generated Potential "Welfare-to-Work Matching Funds"

### 1. Leveraging "Welfare-to-Work" Resources

Significant amounts of funds from other sources have already been raised for San Francisco's CalWORKs Recipients, including those who are eligible to participate in its "Welfare-to-Work Programs".

### 2. Leveraged Resources that May Qualify as Match

San Francisco has already raised an extraordinary amount of potential "Welfare-to-Work Matching Funds" from the following sources:

- a. some, but not necessarily all, of the San Francisco General Funds described in subparagraph II.A.2.b. of this plan may meet the conditions specified in 20 CFR § 645.300 of the "Welfare-to-Work Interim Final Rule";
- b. some, but not necessarily all, of some additional San Francisco General Funds that have been or will be appropriated for San Francisco's CalWORKs Program (but not initially included in the contract between the PIC and the SFDHS) may also meet the conditions specified in 20 CFR § 645.300 of the "Welfare-to-Work Interim Final Rule";
- c. some, but not necessarily all, of the funds raised from private sources for the "San Francisco Works Program" (an employment and training program for CalWORKs Recipients exclusively) may also meet the conditions specified in 20 CFR § 645.300 of the "Welfare-to-Work Interim Final Rule"; and
- d. some, but not necessarily all, of the funds raised from both private and public sources for the "Placement Partnership Initiative" (another employment and training program for small businesses) may also meet the conditions specified in 20 CFR § 645.300 of the "Welfare-to-Work Interim Final Rule".

The essential conditions for any of these funds being considered as "insurance matching funds" for the State are:

- e. they would not first be needed as "stand-in local expenditures" to prevent or resolve any "potential disallowances of alleged misspent JTPA or WtW funds";
- f. written permission would need to be sought and obtained from the sources of those funds and the entities that are now administering them; and
- g. the costs and the efforts for identifying and verifying which portions of each of those sets of funds may meet all of the conditions specified in 20 CFR § 645.300 of the "Welfare-to-Work Interim Final Rule" would have to be borne by the State or Federal Government.

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## V. Performance and Oversight

### A. Performance Goals: Welfare-to-Work Performance Goals Worksheet

Performance Measure	Planned Statewide Goal	Overall Planned SDA Goal	Description of how the SDA Goal was derived
Placement in Unsubsidized Employment	45%	50%	Actual placement rate for all AFDC recipients [i.e., <b>not</b> limited to those who met the "70%" criterion specified in section 403 (a)(5)(C)(ii) of the Act] in the PY'96 JTPA Title IIA (77%-Basic Adult) Program was 57%.
Job Retention at 6 months	70%	70%	Actual three-month follow-up employment rate for all AFDC recipients [i.e., <b>not</b> limited to those who met the "70%" criterion] in PY'96 JTPA Title IIA (77%- Basic Adult) Subpart Program was 44% which translates into a three-month job retention rate of approximately 77%.
Average Weekly Wage at 6 months	10% increase over the average wage at placement	10% increase over the average wage at placement	While any goal for this performance measure is unreasonable (because, except for the initial placements, unsubsidized wages are and should <b>not</b> be subject to any kind of influence from the program), the statewide goal seems to be as reasonable as any.

Performance Goal	Quarter ending June 1998	Quarter ending June 1999	Quarter ending June 2000	Quarter ending March 2001
Placement in Unsubsidized Employment	55%	45%	50%	50%
Job Retention at 6 months	NA	60%	70%	70%
Average Weekly Wage at 6 months	NA	8% over average wage at placement	10% over average wage at placement	10% over average wage at placement

### B. Oversight Plan:

Oversight of the implementation of this plan and of its results will be provided by the partners or, more specifically:

1. the PIC, Inc. and the Council to which it reports; and

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2. the SFDHS, the Human Services Commission to which the SFDHS reports, the Mayor to whom the Commission reports, and the Board of Supervisors with which the Mayor resolves.

Monitoring of employment and training subcontractors will be performed by the PIC, Inc. A variety of periodic monitoring reviews and reports are prepared for internal management use. Subjects may include any issue but will always address program operations, adherence to budget, compliance with contract provisions, and coordination to overcome problems with components. Specifically, monthly internal audits of invoices occur in compliance with budget itemizations in the subcontract. These, along with all other reports (e.g., from the MIS, etc.), comprise the bases for a comprehensive review that enumerates statistical achievements or deficiencies and periodically compares plans with actual accomplishments. These reviews are both timely and extensive. Besides the monthly reports, the periodic subcontractor self-evaluations and the Contract Administrator's on-going review of files provide important programmatic and budgetary information.

The procedures for monitoring WtW programs and activities will be similar, if not identical, to those for monitoring JTPA programs and activities; please refer to San Francisco's PY'96-'97 and PY'98-'99 Job Training Plans for additional details.

## VI. Expenditure and Participant Planning

### A. Fiscal and Administrative Requirements and Financial Reporting

#### 1. Financial Management System

While the systems and procedures for managing, accounting for, and reporting WtW Program expenditures will generally be the same as, if not identical to, those used in JTPA Programs (including any distinct systems or procedures that may eventually be required by State or Federal Governments for WtW Programs, please refer to the appropriate sections of San Francisco's PY'96-'97 and PY'98-'99 Job Training Plans), those systems and procedures will differ in the following important respect.

The PIC intends to use "Fixed-Unit-Price, Performance-Based Contracts" (FUPBCs). In doing so, the costs that are billed as single unit charges under those agreements will neither be allocated nor prorated among several cost categories but will instead be charged entirely to the category other than administration when the agreement:

- a. is for any of the services, except for "Stand Alone (or Independent) Job Placement Services", that are specified as being allowable under 20 CFR § 645.220 of the WtW Interim Final Rule;
- b. is procured competitively;
- c. is fixed unit price; and,
- d. at minimum, stipulates the following criteria for payment of the agreement's full unit price:

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- i. completion of training and placement in unsubsidized employment; and
- ii. placement in a job with a starting wage that is not less than that specified in the agreement.

In addition, contracts that are awarded for "On the Job Training Services" and "Individual Referral to Classroom Training Services" will be procured on "sole source bases" as permitted by 20 CFR § 627.420 (d)(iv) of the "JTPA Final Rule".

## 2. Expenditure and Participant Plan

Please refer to Attachment No. 7 to this plan.

## VII. Assurances

According to "Welfare-to-Work Directive No. WD98-1", all assurances and certifications will be incorporated in the "Welfare-to-Work Subgrant Agreement" that is to be negotiated after each SDA's Welfare-to-Work Plan has been "certified" by the EDD. Therefore, until representatives of the PIC, Inc. have had a reasonable opportunity to review those proposed assurances and certifications, all rights are reserved.

1. Introduction

2. Methodology

3. Results

4. Discussion

5. Conclusion

6. References

7. Appendix

8. Acknowledgements

**ATTACHMENT NO. 1**

**(WtW Signature Page)**

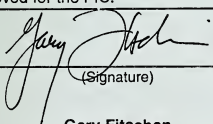
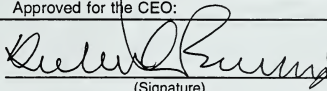




WtW Local Plan	<input checked="" type="checkbox"/> Initial Plan	<input type="checkbox"/> Modification
Service Delivery Area	City and County of San Francisco	Date: June 23, 1998

### ATTACHMENT 1 SIGNATURE SHEET

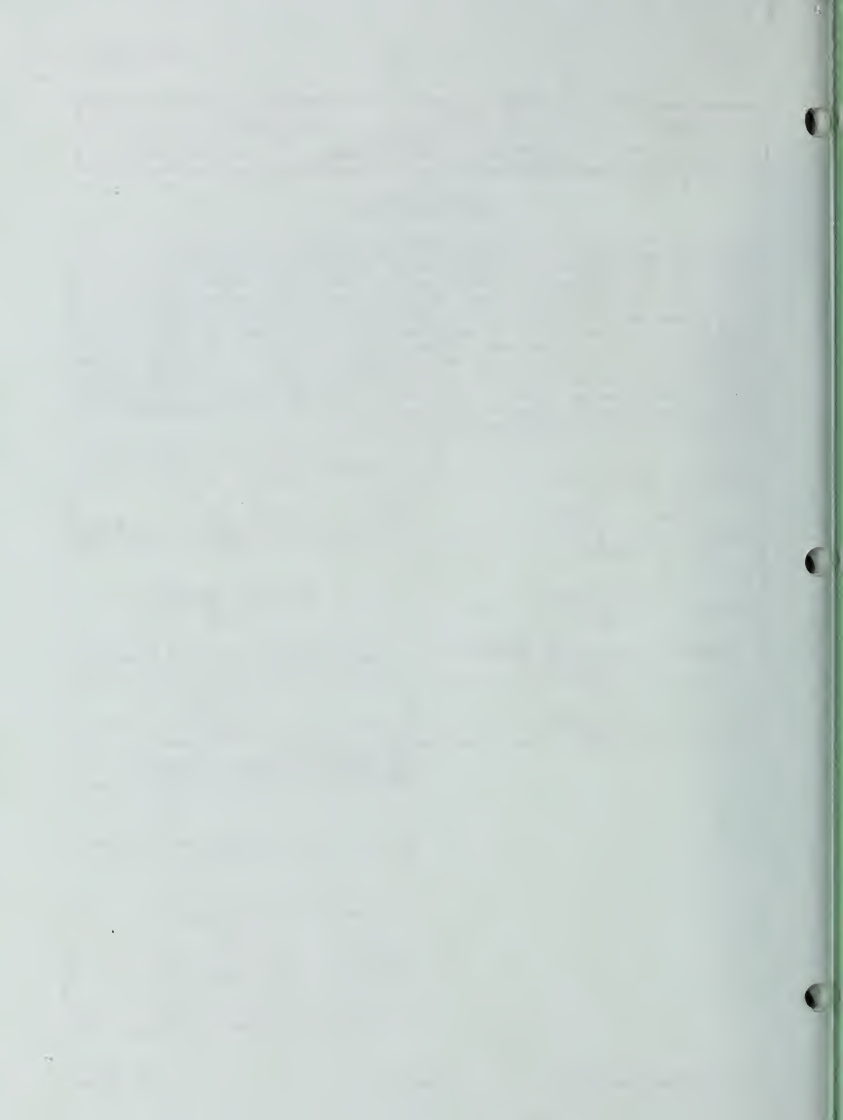
The undersigned Private Industry Council (PIC) Chair, the Chief Elected Official (CEO) for the above named Service Delivery Area (SDA), and the County Board(s) of Supervisors within the SDA have approved the attached local Welfare-to-Work Plan and agree to operate or cause to be operated programs pursuant to this plan. It is expected that the local plan has been developed jointly between the PIC and the County Welfare Department (CWD), and that the County Board of Supervisors considered the input of the CWD when board action was taken. The undersigned certify that they concur with the contents of this plan and agree that this plan shall be funded through subgrants executed between the named subgrantee and the State of California and that no such subgrant shall be executed without their concurrence. This plan consists of the Table of Contents, these signature pages, the Administrative and Fiscally Responsible Entities form, a completed Joint Resolution, a completed Performance Goals Worksheet, a completed Expenditure and Participant Plan and responses to all planning instructions.

Approved for the PIC:	Approved for the CEO:
	
(Signature)	(Signature)
<b>Gary Fitschen</b>	<b>Willie Lewis Brown, Jr.</b>
(Name)	(Name)
<b>Chairman, Private Industry Council of San Francisco</b>	<b>Mayor, City &amp; County of San Francisco</b>
(Title)	(Title)
June 23, 1998	June 23, 1998
(Date)	(Date)

#### For state use only:

Approved for the State of California:

(Signature)
(Name)
(Title)
(Date)



**ATTACHMENT NO. 2**

**(Designated Subgrant Administrative Entity and Recipient)**



WtW Local Plan	<input checked="checked" type="checkbox"/> Initial Plan	<input type="checkbox"/> Modification
Service Delivery Area	City and County of San Francisco	Date: June 23, 1998

**ATTACHMENT 2  
DESIGNATED SUBGRANT RECIPIENT, FISCAL AGENT,  
AND SUBGRANT ADMINISTRATOR  
(Revised)**

**Administrative and Fiscally Responsible Entity**

The political jurisdiction served under this proposed Federal-Formula, Welfare-to-Work Plan would be the City and County of San Francisco. Under its Charter, the Chief Local Elected Official (CLEO) is the Mayor.

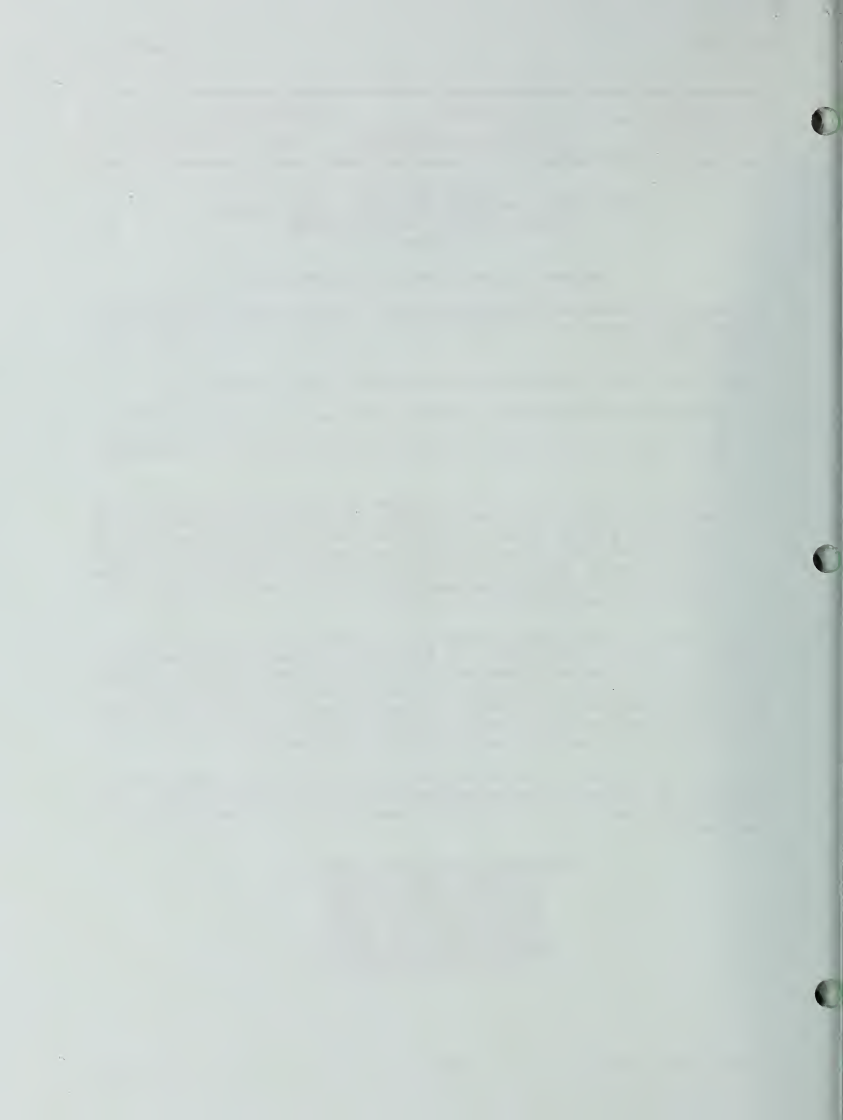
Under the "San Francisco Partnership Agreement" (in Attachment No. 3 to this Plan):

1. the Council and the Mayor agree to share undivided halves of all Partnership authorities;
2. the Council and the Mayor agree to be jointly and severally liable for all Partnership debts; and
3. the Council and the Mayor agree to designate the Private Industry Council of San Francisco, Inc. (PIC, Inc.) to be the "Grant (and Subgrant) Recipient" and the "Administrative Entity for all funds allocated for San Francisco under the provisions of the *Job Training Partnership Act* and other related federal and state legislation (e.g., the *Social Security Act* as it has been amended by the *Personal Responsibility and Work Opportunity Act of 1996* and the *Balanced Budget Act of 1997* and implemented by State CalWORKs and Welfare-to-Work legislation, etc.)."

This plan has been developed, prepared, and is being submitted by the Staff of the PIC, Inc., as a result of consultations with the Staff of the San Francisco Department of Human Services (SFDHS), public hearings on conceptual versions of this plan before both the San Francisco Human Services Commission (in the process of developing the contract between the PIC, Inc. and the SFDHS displayed in Attachment No. 6 of this Plan) and the Private Industry Council of San Francisco and its committees (in the process of developing San Francisco's related PY'98-'99 Job Training Plan), and consultations with the Mayor and his representatives.

As a result, the "Recipient" and the "Administrator" of the Subgrant Agreement that would be authorized by this Plan, once it has been "certified" by the Governor, would be the PIC, Inc. and the PIC, Inc. would assume all of the authorities and responsibilities as the designated "Agent" of that Partnership.

Private Industry Council of San Francisco, Inc.  
1650 Mission Street, Suite 300  
San Francisco, CA 94103-2490  
Telephone No.: (415) 431-8700  
Telefacsimile No.: (415) 431-8702  
Electronic Mail No.: picsf@pacbell.net  
Steve Arcelona, President





**ATTACHMENT NO. 3**

**(San Francisco Partnership Agreement)**



## SAN FRANCISCO PARTNERSHIP AGREEMENT

This Agreement, as of the commencement date indicated in Paragraph 7, is made by and between the Mayor of the City and County of San Francisco (hereinafter referred to as "the MAYOR") and the Private Industry Council of San Francisco (hereinafter referred to as "the PIC").

WHEREAS, the federal government has established the *Job Training Partnership Act of 1982* (hereinafter referred to as "the ACT") and, under it, has charged the Governor with designating local Service Delivery Areas (hereinafter referred to as "SDAs") within the State of California; and

WHEREAS, the City and County of San Francisco (a single, congruent political jurisdiction) was designated to be an SDA in 1983;

WHEREAS, the MAYOR is the "Chief Elected Official" of the City and County of San Francisco;

WHEREAS, the PIC was organized in 1977, incorporated as a contractor to The City in 1979, and reconstituted to comply with the ACT's requirements in 1983;

WHEREAS, the MAYOR and the PIC were required to enter into an agreement for the purpose of implementing the ACT's provisions in the SDA; and

WHEREAS, the MAYOR and the PIC (hereinafter "the PARTNERS") entered into such an agreement on August 30th of 1983 designating the "Grant Recipient" and the "Administrative Entity" and specifying procedures for developing and approving "Job Training Plans" to deliver job training and placement services to eligible San Franciscans,

NOW, THEREFORE, the PARTNERS do hereby agree to supersede that 1983 agreement with a new agreement pursuant to the terms described below.

### **1. Grant Recipient**

To the extent authorized, the PARTNERS designate the PIC as the "Grant Recipient" for all funds allocated for San Francisco under the provisions of the ACT and of other related federal and State legislation.

### **2. Administrative Entity**

The PARTNERS designate the PIC as the "Administrative Entity" for all JTPA Programs operated under their authority within the City and County of San Francisco. The PIC shall carry out the policy objectives established by the PARTNERS.

### **3. Development and Approval of the Job Training Plan**

Pursuant to the requirements of the ACT and its regulations and in compliance with the requirements established by the Governor of the State of California, the PIC shall develop the Job Training Plan in consultation with the MAYOR and those individuals specifically designated by the MAYOR for that purpose. The PIC shall include the MAYOR, the MAYOR's Designees, or both in each phase of the PIC's annual decision-making process, including setting policy objectives and selecting Subcontractors of the PIC.

Subject to the planning schedule and any other requirements established by the Governor:

- the PIC shall hold at least three public hearings in the period from the 210th to the 120th day preceding the start of the biennial period for each "Job Training Plan" (or, between approximately December 1st and March 3rd) to provide opportunities for the public to review and comment on the initial planning criteria for and the "preliminary version" of that Plan;
- the PIC shall submit a recommended preliminary version of that Plan to the MAYOR at least ten days before the last of the public hearings scheduled in this ninety-day time period; and
- the PARTNERS shall jointly approve a preliminary version of that Plan by no later than March 3rd.
- By the April 12th (or, the 80th day) preceding the start of the biennial Plan period and based on the jointly-approved preliminary Plan and in accordance with all federal and State procurement requirements:
  - the PIC shall issue formal solicitations for proposed PIC Subcontracts;
  - through at least one additional public hearing, the PIC shall tentatively select all PIC Subcontracts;
  - the PIC shall complete whatever other elements of the Plan are necessary;
  - the PIC shall submit a recommended "final version" of that Plan to the MAYOR at least ten days before the last of the public hearings scheduled in this forty-day period; and
- the PARTNERS shall, by the April 12th (or, the 80th day) preceding the start of the biennial Plan period:

NOW, THEREFORE, the PARTNERS do hereby agree to supersede that 1983 agreement with a new agreement pursuant to the terms described below.

### **1. Grant Recipient**

To the extent authorized, the PARTNERS designate the PIC as the "Grant Recipient" for all funds allocated for San Francisco under the provisions of the ACT and of other related federal and State legislation.

### **2. Administrative Entity**

The PARTNERS designate the PIC as the "Administrative Entity" for all JTPA Programs operated under their authority within the City and County of San Francisco. The PIC shall carry out the policy objectives established by the PARTNERS.

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Subject to the planning schedule and any other requirements established by the Governor:

- the PIC shall hold at least three public hearings in the period from the 210th to the 120th day preceding the start of the biennial period for each "Job Training Plan" (or, between approximately December 1st and March 3rd) to provide opportunities for the public to review and comment on the initial planning criteria for and the "preliminary version" of that Plan;
- the PIC shall submit a recommended preliminary version of that Plan to the MAYOR at least ten days before the last of the public hearings scheduled in this ninety-day time period; and
- the PARTNERS shall jointly approve a preliminary version of that Plan by no later than March 3rd.
- By the April 12th (or, the 80th day) preceding the start of the biennial Plan period and based on the jointly-approved preliminary Plan and in accordance with all federal and State procurement requirements:
  - the PIC shall issue formal solicitations for proposed PIC Subcontracts;
  - through at least one additional public hearing, the PIC shall tentatively select all PIC Subcontracts;
  - the PIC shall complete whatever other elements of the Plan are necessary;
  - the PIC shall submit a recommended "final version" of that Plan to the MAYOR at least ten days before the last of the public hearings scheduled in this forty-day period; and
  - the PARTNERS shall, by the April 12th (or, the 80th day) preceding the start of the biennial Plan period:



- approve a final Plan by affixing their signatures to it; and
- jointly submit that Job Training Plan to the Governor.

The PIC shall be responsible for providing all support needed for the public hearings, for the development of the Job Training Plan, and for consulting the MAYOR or the MAYOR'S Designees.

The MAYOR'S Designees shall be responsible for consulting the MAYOR and for responding to all consultations from the PIC by the dates requested. The absence of a timely response shall be interpreted as approval of the recommendation upon which the consultation was based.

#### **4. Oversight**

Program oversight shall be conducted by the PIC. The PARTNERS shall approve a reporting system that meets their information needs as well as those required under the ACT and by the State.

#### **5. Independence of Terms**

If any terms or provisions of this Agreement or the application thereof to any person or circumstance shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, or the application of such term and provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the maximum extent permitted by law.

## 6. Audits

The PIC shall provide for biennial financial audits, or as required more frequently by prudent business practice, and for program audits, as required by the ACT. Results of all audits will be conveyed to the MAYOR and shall be available for public review.

## 7. Duration of Agreement

This Agreement shall commence on October 1, 1994, for the period which shall end on June 30, 1996, and thereafter shall be automatically renewed for each subsequent biennial Plan period unless either party notifies the other of its intent not to renew at least 210 days prior to the expiration of any biennial Agreement (i.e., by the December 1st preceding the end date of this Agreement).

APPROVED:

On behalf of the  
City and County of San Francisco

By: 

FRANK M. JORDAN,  
Mayor

1-31-95  
Date

APPROVED:

On behalf of the  
Private Industry Council of San Francisco

By: 

JOHN W. DEWES,  
Chairman

12/12/94  
Date



**ATTACHMENT NO. 4**

**(San Francisco City Attorney Legal Opinion)**



CITY AND COUNTY OF SAN FRANCISCO

OFFICE OF THE CITY ATTORNEY

214 Van Ness Avenue  
San Francisco, CA 94102-4574  
(415) 864-1952

RECEIVED OCT 6 1986

LOUISE H. RENNE  
City Attorney

ROBERT A. KENEALEY  
Special Projects Division

J001W

October 2, 1986

OPINION NO. 86-15

SUBJECT: JOB TRAINING PARTNERSHIP ACT

REQUESTED BY: DIANNE FEINSTEIN  
Mayor

PREPARED BY: ROBERT A. KENEALEY  
Assistant Chief Deputy City Attorney

ERIC J. UHL  
Law Clerk

QUESTION PRESENTED

Do the plan approval requirements of the federal Job Training Partnership Act preempt any related requirements of the City's Charter and of whatever resolutions have been adopted under its authority?

ANSWER

While no provision of the City's Charter relates directly to the question, Administrative Code section 10.170 does provide a related approval requirement. With respect to this section and any resolution adopted under its authority, the answer is that they have been preempted by the Job Training Partnership Act for the purposes of the approval requirements under the Act.

DISCUSSION

You have asked whether the approval requirements of the Job Training Partnership Act preempt related provisions of local law. You have also asked for the overall effect of both local and federal law if the federal law does preempt local law. In

addition, you have asked for the relevant consequences in the case that the local provisions are not preempted. Because it is our opinion that the local provisions are preempted, the latter questions need not be addressed. The overall effect of the Job Training Partnership Act and local provisions are addressed throughout the course of this opinion.

#### A. Background

##### 1. The Job Training Partnership Act

The Job Training Partnership Act was established by Congress to provide a program of job training and preparation for youths, unskilled adults, and economically disadvantaged persons. (29 U.S.C. § 1501.) The Act replaces the Comprehensive Employment and Training Act in order to achieve greater private sector participation in job training. To help realize this objective, many basic supervisory functions, previously performed by the federal government under the Comprehensive Employment and Training Act, have been delegated to the states under the authority of the Governor. The role of the state is to be recognized in all local job training programs. (Romero-Barcelo v. Donovan (1983) 722 F.2d 882.)

Each state receiving funds under the Act is divided into "service delivery areas." The Governor, who approves service delivery area designations, must approve a request for such designation from (1) any unit of general local government with more than 200,000 people, (2) a consortium of local governments with an aggregate of more than 200,000 people, and (3) rural areas as designated under the Comprehensive Employment and Training Act. For each service delivery area, the provisions of the Job Training Partnership Act are administered by a "Private Industry Council". (29 U.S.C. §§ 1511, 1512.)

Members of each Private Industry Council are drawn from the private sector, organized labor, educational agencies, and community organizations. In the case of a service delivery area based on one unit of general local government, it is the chief elected official of that local government which appoints members to the Private Industry Council for that service delivery area. (29 U.S.C. § 1512(d).)

Once a Private Industry Council for a specified service delivery area is established, it is the responsibility of the Council to oversee the development of a job training plan for that service delivery area. The development of the plan is to proceed in accordance with an agreement between the Private Industry Council and, in the case of a service delivery area



represented by a sole unit of local government, the chief elected official of that local government. Under the terms of the agreement with the chief elected official, the Private Industry Council appoints 1) a grant recipient, and 2) an entity to administer the job training plan. (29 U.S.C. § 1512(b), (c).) In the case of the Private Industry Council of San Francisco, it is the Private Industry Council itself which has been designated as both the grant recipient and the administering entity. The Job Training Partnership Act specifically provides that a Private Industry Council may act in such a capacity. (29 U.S.C. § 1513(b).)

After the plan is completed and approved by the Private Industry Council and the chief elected official, the plan is submitted to the Governor. Before approval, the Governor must determine if certain requirements are met, such as compliance with the coordinating activities of a state coordination council, and the inclusion of adequate safeguards for the protection of funds received. (29 U.S.C. § 1515(b).) If it becomes apparent that a modification of the plan is necessary, the Private Industry Council and the chief elected official are authorized to make the necessary modifications. (29 U.S.C. § 1514(c).) The plan as modified is submitted to the Governor for final approval in the same manner and under the same requirements as before. Thus, it is the Governor, acting in conjunction with a state coordinating council, which ultimately approves the plan.

## 2. Related Local Provisions

Section 10.170 of San Francisco's Administrative Code provides that:

. . . no application for a federal, state, or other grant involving any project or program shall be filed or authorized by any officer . . . unless first . . . approved by the Board of Supervisors.

Apparently acting under the authority of this provision, the Board has passed Resolution No. 710-83, which, among other things, resolves that the agreement between the Mayor and the Private Industry Council shall be subject to approval by the Board.

### B. Responsibilities of the Board of Supervisors under the JTPA

Under the Job Training Partnership Act, the Board of Supervisors have no responsibilities as a matter of course. As discussed above, it is the Mayor, as chief elected official of

San Francisco -- a service delivery area consisting of a sole unit of general local government, who has been delegated authority to act in conjunction with the local Private Industry Council.

It is possible, under the terms of the agreement between the Private Industry Council and the Mayor, that the Board may be selected to administer the job training plan. (29 U.S.C. § 1513(b).) Under the terms of the Act, however, such a designation would be up to the Mayor and the Private Industry Council in accordance with the terms of their agreement. (29 U.S.C. § 1513(b), (c).) Nowhere in the Act is a Board of Supervisors or City Council, in the case of a sole unit of general local government representing a service delivery area, given authority to approve the plan or otherwise participate in its formation. The Act expressly provides that the plan may not be submitted to the Governor for approval unless "the plan has been approved by the [Private Industry Council] and by the appropriate chief elected official. . ." (29 U.S.C. § 1513(d).)

City of Independence v. Bond (1985) 756 F.2d 615 helps illustrate the limited role of the legislative branch of a local government under the Job Training Partnership Act, as well as the problems which may arise if the statutory scheme is not followed. The case involved a service delivery area consisting of two units of general local governments. Where two or more local governments combine to make a service delivery area, the Act provides that the appointments are to be made by the elected officials of the local governments. The City Council of Independence refused to allow the Mayor to appoint members to the Private Industry Council and, by resolution, the City Council itself appointed six members. When the appointments were submitted to the Governor, he refused to certify them. Under the authority granted him by the Act, the Governor could reject any appointments not made in accordance with the provision requiring the chief elected officials to make the appointments. The City Council then sued the Governor seeking declaratory relief. The District Court dismissed the action for lack of jurisdiction, but noted that the parties who ultimately lose are those individuals for whom assistance will not be available because of the delayed approvals. (City of Independence v. Bond (1983) 580 F.Supp. 780.)

The Court of Appeal reversed the lower court, holding that it did indeed have jurisdiction. The Court also framed the issues to be considered on remand, one of which was "[w]hether the Act can be construed to provide for appointment of Private Industry Council members by the City Council." The dissenting opinion argued that determination of the issue depended on the authority of the Mayor as defined by the City's charter and other

local laws. The majority of the Court did not accept this position, holding instead that the issues were to be determined on the basis of an interpretation of the provisions of the Job Training Partnership Act.

The ambiguity which gave rise to the problems involved in the Independence case stemmed from the provisions relating to the role of a Mayor and City council where two units of local government are involved. Where only one unit of local government is involved, as is the case with San Francisco, no such ambiguity exists. In such a case, the Act always refers only to the chief elected official acting in conjunction with the Private Industry Council. Interpreting the role of Board of Supervisors under the Job Training Partnership Act, as the holding in Independence suggests, the Board has no authority to appoint members or approve the agreements entered into between the Private Industry Council and the Mayor.

#### C. Federal Preemption

While it is clear that the Board is not given approval authority by the Job Training Partnership Act itself, the question arises whether the Board has the authority to approve the agreement pursuant to section 10.170 of the Administrative Code. In addressing this question, it will be assumed that the agreement between the Mayor and the Private Industry Council is an application for a federal grant under the terms of the Administrative Code.

City of Independence v. Bond, supra, suggests that the provisions of the Job Training Partnership Act relating to local legislative bodies and mayors be determined in accordance with the Act itself, and not state and local laws. As discussed above, such an interpretation leads to the conclusion that the Board has no authority to subject the Private Industry Council agreement to its final approval. Reference to Federal preemption yields an even more conclusive answer in this matter.

Federal preemption arises when Congress has "occupied the field" with respect to a particular issue. The test for preemption is based on Congressional intent, which may be inferred where the statutory scheme involved is broad and comprehensive. (Burbank v. Lockhead Air Terminal (1973) 411 U.S. 624.) In the case of federal preemption, any state or local action on the subject is rendered invalid, whether it specifically conflicts with the federal scheme or not. (Id.)

October 2, 1986

The Job Training Partnership Act presents a comprehensive and pervasive statutory scheme, not only for the purposes of providing individuals with job training, but also for approving plans and appointing councils to administer that training. While it is true that the supervisory functions are delegated to the states, the Act still provides specific guidelines that must be followed. With respect to approval of plans for application in a given service delivery area, only certain designated individuals are to act. The Governor must follow express guidelines, set forth at 29 U.S.C. section 1515(b), before the plan may be approved.

These guidelines provide the safeguards Congress felt were necessary to ensure that federal funds would not be misused. Congress specifically authorized the chief elected official of a local government to act on behalf of a given service delivery area. (29 U.S.C. § 1513(b).) Since it specifically distinguished the responsibilities of chief elected officials and units of general local governments, Congress intended that it be the chief elected officials, i.e. mayors, that act when called upon. If Congress did not specifically intend this result, it could have referred to local governments in less specific terms. On the basis of this specific and pervasive statutory scheme, it must be concluded that the Job Training Partnership Act preempts application of section 10.170 of the Administrative Code in this matter.

#### CONCLUSION

Under the terms of the Job Training Partnership Act itself, the Board of Supervisors do not have authority to approve plans made pursuant to an agreement between the Private Industry Council and the Mayor. In addition, the scope of the Act preempts application of local laws which would otherwise give the Board the authority to approve these plans.

Respectfully submitted,

*Robert A. Kenealey*  
ROBERT A. KENEALEY  
Assistant Chief Deputy City Attorney

*Eric J. Uhl*  
ERIC J. UHL  
Law Clerk

APPROVED:

*Louise H. Renne*  
\_\_\_\_\_  
LOUISE H. RENNE  
City Attorney

**ATTACHMENT NO. 5**

**(Signature Authorization)**





PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

TO: STEVE ARCELONA, PRESIDENT

DATE: MARCH 12, 1996

FROM: GARY FITSCHEN, CHAIRMAN

SUBJECT: SIGNATURE AUTHORIZATION

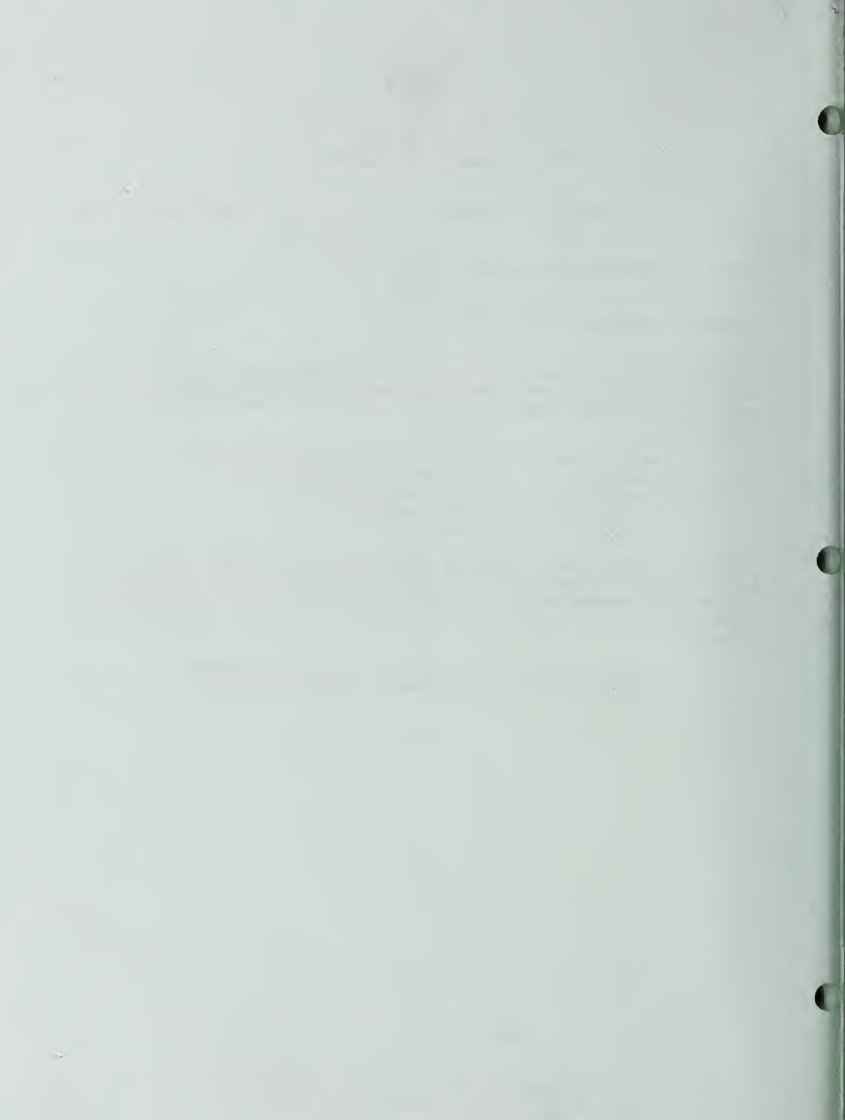
Pursuant to the Bylaws adopted on September 13, 1983 and amended through April 12, 1994 by a majority of members of the Private Industry Council, I appoint you and the alternates you designated below, to be the authorized signatories for all bank accounts of the Private Industry Council of San Francisco, Inc.

Raymond Holland	—	Vice President, Planning and Legal Services
Greg Marutani	—	Vice President, Administrative Services
Brenda Brown	—	Vice President, Operations
Roberta Fazande	—	Personnel Officer
Arthur Louie	—	Treasurer

Pursuant to that same provision, I appoint you, and the alternates you designated below, to be the authorized signatories for the corporation for all contractual, grant, subcontractual, subgrant, and fiscal agreements which have been approved by the full Council or the Board of Directors of the Private Industry Council of San Francisco, Inc. according to those Bylaws, and including any amendments or revisions thereto.

Raymond Holland	—	Vice President, Planning and Legal Services
Greg Marutani	—	Vice President, Administrative Services





**ATTACHMENT NO. 6**

**(Contract Between the PIC, Inc. and the SFDHS)**



CITY AND COUNTY OF SAN FRANCISCO  
PURCHASING DEPARTMENT  
633 FOLSOM STREET, ROOM 514  
SAN FRANCISCO, CALIFORNIA 94107-3607

AGREEMENT BETWEEN THE CITY AND COUNTY OF SAN FRANCISCO AND  
**PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.**

This Agreement is made this 26<sup>th</sup> day of March, 1998, in the City and County of San Francisco, State of California, by and between: Private Industry Council of San Francisco, Inc, hereinafter referred to as "Contractor," and the City and County of San Francisco, a municipal corporation, hereinafter referred to as "City," acting by and through its Director of Purchasing or the Director's designated agent, hereinafter referred to as "Purchasing."

Recitals

WHEREAS, the Department of Human Services ("Department") wishes to provide employment and job readiness services to participants in the CalWORKs Welfare to Work program; and,

WHEREAS, Contractor represents and warrants that it is qualified to perform the services required by City as set forth under this Contract; and,

WHEREAS, approval for said Agreement was obtained from Civil Service Commission by Resolution No. 2029-97/98 dated 4/20/98.

Now, THEREFORE, the parties agree as follows:

1. Certification of Funds; Budget and Fiscal Provisions; Termination in the Event of Non-Appropriation

This Agreement is subject to the budget and fiscal provisions of the City's Charter. Charges will accrue only after prior written authorization certified by the Controller, and the amount of City's obligation hereunder shall not at any time exceed the amount certified for the purpose and period stated in such advance authorization.

This Agreement will terminate without penalty, liability or expense of any kind to City at the end of any fiscal year if funds are not appropriated for the next succeeding fiscal year. If funds are appropriated for a portion of the fiscal year, this Agreement will terminate, without penalty, liability or expense of any kind at the end of the term for which funds are appropriated.

City has no obligation to make appropriations for this Agreement in lieu of appropriations for new or other agreements. City budget decisions are subject to the discretion of the Mayor and the Board of Supervisors. Contractor's assumption of risk of possible non-appropriation is part of the consideration for this Agreement.

THIS SECTION CONTROLS AGAINST ANY AND ALL OTHER PROVISIONS OF THIS AGREEMENT.

2. Term of the Agreement

Subject to Section 1, the term of this Agreement shall be from April 1, 1998 to June 30, 2001.

3. Effective Date of Agreement

This Agreement shall become effective when the Controller has certified to the availability of funds and Contractor has been notified in writing.

4. Services Contractor Agrees to Perform

The Contractor agrees to perform the services provided for in Appendix A, "Services to be Provided by Contractor," attached hereto and incorporated by reference as though fully set forth herein.

5. Compensation

Compensation shall be made as described in Appendix C, "Method of Payment," attached hereto and incorporated by reference as though fully set forth herein. In no event shall the amount of this Agreement exceed \$7,085,000 (Seven million and eighty-five thousand dollars). The breakdown of costs associated with this Agreement are provided for in Appendix B, "Calculation of Charges," attached hereto and incorporated by reference as though fully set forth herein.

No charges shall be incurred under this Agreement nor shall any payments become due to Contractor until reports, services, or both, required under this Agreement are received from Contractor and approved by the Department of Human Services as being in accordance with this Agreement. City may withhold payment to Contractor in any instance in which Contractor has failed or refused to satisfy any material obligation provided for under this Agreement.

In no event shall City be liable for interest or late charges for any late payments.

6. Guaranteed Maximum Costs

a. The City's obligation hereunder shall not at any time exceed the amount certified by the Controller for the purpose and period stated in such certification.

b. Except as may be provided by City ordinances governing emergency conditions, the City and its employees and officers are not authorized to request Contractor to perform services or to provide materials, equipment and supplies that would result in Contractor performing services or providing materials, equipment and supplies that are beyond the scope of the services, materials, equipment and supplies agreed upon in the contract unless the agreement is amended in writing and approved as required by law to authorize the additional services, materials, equipment or supplies. The City is not required to reimburse Contractor for services, materials, equipment or supplies that are provided by Contractor which are beyond the scope of the services, materials, equipment and supplies agreed upon in the contract and which were not approved by a written amendment to the agreement having been lawfully executed by the City.

c. The City and its employees and officers are not authorized to offer or promise to Contractor additional funding for the contract which would exceed the maximum amount of funding provided for in the contract for Contractor's performance under the contract. Additional funding for the contract in excess of the maximum provided in the contract shall require lawful approval and certification by the Controller of the City and County of San Francisco. The City is not required to honor any offered or promised additional funding for a contract which exceeds the maximum provided in the contract which requires lawful approval and certification of the Controller when the lawful approval and certification by the Controller has not been obtained.

d. The Controller is not authorized to make payments on any contract for which funds have not been certified as available in the budget or by supplemental appropriation.

7. Payment; Invoice Format

Invoices furnished by Contractor under this Agreement must be in a form acceptable to the Controller, and must include the Contract Progress Payment Authorization number. All amounts paid by City to Contractor shall be subject to audit by City.

Payment shall be made by City to Contractor at the address specified in the section entitled "Notices to the Parties."

8. Submitting False Claims; Monetary Penalties

Pursuant to San Francisco Administrative Code section 6.57, any contractor, subcontractor or consultant who submits a false claim shall be liable to the City for three times the amount of damages which the City sustains because of the false claim. A contractor, subcontractor or consultant who submits a false claim shall also be liable to the City for the costs, including attorney's fees, of a civil action brought to recover any of those penalties or damages, and may be liable to the City for a civil penalty of up to \$10,000 for each false claim. A contractor, subcontractor or consultant will be deemed to have submitted a false claim to the City if the contractor, subcontractor or consultant: (a) knowingly presents or causes to be presented to an officer or employee of the City a false claim or request for payment or approval; (b) knowingly makes, uses, or causes to be made or used a false record or statement to get a false claim paid or approved by the City; (c) conspires to defraud the City by getting a false claim allowed or paid by the City; (d) knowingly makes, uses, or causes to be made or used a false record or statement to conceal, avoid, or decrease an obligation to pay or transmit money or property to the City; or (e) is a beneficiary of an inadvertent submission of a false claim to the City, subsequently discovers the falsity of the claim, and fails to disclose the false claim to the City within a reasonable time after discovery of the false claim.

9. Disallowance

In the event Contractor claims or receives payment from City for a service, reimbursement for which is later disallowed by the State of California or United States Government, Contractor shall promptly refund the disallowed amount to City upon City's request. At its option, City may offset the amount disallowed from any payment due or to become due to Contractor under this Agreement or any other Agreement.

10. Taxes

- a. Payment of any taxes, including possessory interest taxes and California Sales and Use Taxes, levied upon this Agreement, the transaction, or the services delivered pursuant hereto, shall be the obligation of Contractor.
- b. If this Agreement entitles Contractor to the possession, occupancy or use of City real property for private gain, then the following provisions apply:
  - (1) Contractor, on behalf of itself and any permitted successors and assigns, recognizes and understands that this Agreement may create a possessory interest subject to property taxation and Contractor, and any permitted successor or assign, may be subject to the payment of such taxes.
  - (2) Contractor, on behalf of itself and any permitted successors and assigns, further recognizes and understands that any assignment permitted hereunder and any exercise of any option to renew or other extension of this Agreement may constitute a change in ownership for purposes of property taxation and therefore may result in a revaluation of any possessory interest created hereunder. Contractor shall report any assignment or other transfer of any interest in this Agreement or any renewal or extension thereof to the County Assessor within sixty days after such assignment, transfer, renewal or extension.
  - (3) Contractor further agrees to provide such other information as may be requested by the City to enable the City to comply with any reporting requirements under applicable law with respect to possessory interests.

**11. Payment Does Not Imply Acceptance of Work**

The granting of any payment by City, or the receipt thereof by Contractor, shall in no way lessen the liability of Contractor to replace unsatisfactory work, equipment, or materials although the unsatisfactory character of such work, equipment or materials may not have been apparent or detected at the time such payment was made. Materials, equipment, components, or workmanship which do not conform to the requirements of this Agreement may be rejected by City and in such case must be replaced by Contractor without delay.

**12. Qualified Personnel**

Work under this Agreement shall be performed only by competent personnel under the supervision of and in the employment of Contractor. Contractor will comply with City's reasonable requests regarding assignment of personnel, but all personnel, including those assigned at City's request, must be supervised by Contractor.

**13. Responsibility for Equipment**

City shall not be responsible for any damage to persons or property as a result of the use, misuse or failure of any equipment used by Contractor, or by any of its employees, even though such equipment be furnished, rented or loaned to Contractor by City.

**14. Independent Contractor; Payment of Taxes and Other Expenses**

a. Contractor shall be deemed at all times to be an independent contractor and is wholly responsible for the manner in which it performs the services and work requested by City under this Agreement. Contractor is liable for the acts and omissions of itself, its employees and its agents. Nothing in this Agreement shall be construed as creating an employment or agency relationship between City and Contractor.

Any terms in this Agreement referring to direction from City shall be construed as providing for direction as to policy and the result of Contractor's work only, and not as to the means by which such a result is obtained.

b. Should City, in its discretion, or a relevant taxing authority such as the Internal Revenue Service or the State Employment Development Division, or both, determine that Contractor is an employee for purposes of collection of any employment taxes, the amounts payable under this Agreement shall be reduced by amounts equal to both the employee and employer portions of the tax due (and offsetting any credits for amounts already paid by Contractor which can be applied against this liability). City shall then forward those amounts to the relevant taxing authority.

Should a relevant taxing authority determine a liability for past services performed by Contractor for City, upon notification of such fact by City, Contractor shall promptly remit such amount due or arrange with City to have the amount due withheld from future payments to Contractor under this Agreement (again, offsetting any amounts already paid by Contractor which can be applied as a credit against such liability).

A determination of employment status pursuant to the preceding two paragraphs shall be solely for the purposes of the particular tax in question, and for all other purposes of this Agreement, Contractor shall not be considered an employee of City. Notwithstanding the foregoing, should any court, arbitrator, or administrative authority determine that Contractor is an employee for any other purpose, then Contractor agrees to a reduction in City's financial liability so that City's total expenses under this Agreement are not greater than they would have been had the court, arbitrator, or administrative authority determined that Contractor was not an employee.



15. Insurance

a. Without in any way limiting Contractor's liability pursuant to the "Indemnification" section of this Agreement, Contractor must maintain in force, during the full term of the Agreement, insurance in the following amounts and coverages:

- (1) Workers' Compensation, with Employers' Liability Limits not less than \$1,000,000 each accident; and
- (2) Commercial General Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations; and
- (3) Business Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable.

b. Commercial General Liability and Business Automobile Liability Insurance policies must provide the following:

- (1) Name as Additional Insured the City and County of San Francisco, its Officers, Agents, and Employees.
- (2) That such policies are primary insurance to any other insurance available to the Additional Insureds, with respect to any claims arising out of this Agreement, and that insurance applies separately to each insured against whom claim is made or suit is brought.

c. All policies shall provide:

Thirty (30) days' advance written notice to City of cancellation mailed to the following address:

Department of Human Services  
Office of Contract Compliance  
Unit D-20  
P. O. Box 7988  
San Francisco, CA 94120

d. Should any of the required insurance be provided under a claims-made form, Contractor shall maintain such coverage continuously throughout the term of this Agreement and, without lapse, for a period of three years beyond the expiration of this Agreement, to the effect that, should occurrences during the contract term give rise to claims made after expiration of the Agreement, such claims shall be covered by such claims-made policies.

e. Should any of the required insurance be provided under a form of coverage that includes a general annual aggregate limit or provides that claims investigation or legal defense costs be included in such general annual aggregate limit, such general annual aggregate limit shall be double the occurrence or claims limits specified above.

f. Should any required insurance lapse during the term of this Agreement, requests for payments originating after such lapse shall not be processed until the City receives satisfactory evidence of reinstated coverage as required by this Agreement, effective as of the lapse date. If insurance is not reinstated, the City may, at its sole option, terminate this Agreement effective on the date of such lapse of insurance.

g. Before commencing any operations under this Agreement, Contractor must furnish to City certificates of insurance, in form and with insurers satisfactory to City, evidencing all coverages set forth above, and shall furnish complete copies of policies promptly upon City request.

h. Approval of the insurance by City shall not relieve or decrease the liability of Contractor hereunder.

**16. Indemnification**

Contractor shall indemnify and save harmless City and its officers, agents and employees from, and, if requested, shall defend them against any and all loss, damage, injury, liability, and claims thereof for injury to or death of a person, including employees of Contractor or loss of or damage to property, resulting directly or indirectly from Contractor's performance of this Agreement, including, but not limited to, the use of Contractor's facilities or equipment provided by City or others, regardless of the negligence of, and regardless of whether liability without fault is imposed or sought to be imposed on City, except to the extent that such indemnity is void or otherwise unenforceable under applicable law in effect on or validly retroactive to the date of this Agreement and except where such loss, damage, injury, liability or claim is the result of the active negligence or willful misconduct of City and is not contributed to by any act of, or by any omission to perform some duty imposed by law or agreement on Contractor, its subcontractors or either's agent or employee.

In addition to Contractor's obligation to indemnify City, Contractor specifically acknowledges and agrees that it has an immediate and independent obligation to defend City from any claim which actually or potentially falls within this indemnification provision, even if the allegations are or may be groundless, false or fraudulent, which obligation arises at the time such claim is tendered to Contractor by City and continues at all times thereafter.

Contractor shall indemnify and hold City harmless from all loss and liability, including attorney's fees, court costs and all other litigation expenses for any infringement of the patent rights, copyright, trade secret or any other proprietary right or trademark and all other intellectual property claims of any person or persons in consequence of the use by City, or any of its officers or agents, of articles or services to be supplied in the performance of this Agreement.

**17. Incidental and Consequential Damages**

Contractor shall be responsible for incidental and consequential damages resulting in whole or in part from Contractor's acts or omissions. Nothing in this Agreement shall constitute a waiver or limitation of any rights which City may have under applicable law.

**18. Liability of City**

CITY'S OBLIGATIONS UNDER THIS AGREEMENT SHALL BE LIMITED TO THE PAYMENT OF THE COMPENSATION PROVIDED FOR IN SECTION 5 OF THIS AGREEMENT. NOTWITHSTANDING ANY OTHER PROVISION OF THIS AGREEMENT, IN NO EVENT SHALL CITY BE LIABLE, REGARDLESS OF WHETHER ANY CLAIM IS BASED ON CONTRACT OR TORT, FOR ANY SPECIAL, CONSEQUENTIAL, INDIRECT OR INCIDENTAL DAMAGES, INCLUDING, BUT NOT LIMITED TO, LOST PROFITS, ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT OR THE SERVICES PERFORMED IN CONNECTION WITH THIS AGREEMENT.

**19. Left blank by agreement of the parties**

**20. Bankruptcy**

In the event that either party shall cease conducting business in the normal course, become insolvent, make a general assignment for the benefit of creditors, suffer or permit the appointment of a receiver for its business or assets or shall avail itself of, or become subject to, any proceeding under the Federal Bankruptcy Act or any other statute of any state relating to insolvency or the protection of rights of creditors, then at the option of the other party this Agreement shall terminate and be of no further force and effect, and any property or rights of such other party, tangible or intangible, shall forthwith be returned to it.

**21. Termination/Termination for Convenience**

In the event Contractor fails to perform any of its obligations under this Agreement, this Agreement may be terminated and all of Contractor's rights hereunder ended. Termination will be effective after ten days written notice to Contractor. No new work will be undertaken after the date of receipt of any notice of termination, or five days after the date of the notice, whichever is earlier. In the event of such termination, Contractor will be paid for those services performed under this Agreement to the satisfaction of the City, up to the date of termination. However, City may offset from any such amounts due Contractor any liquidated damages or other costs City has or will incur due to Contractor's non-performance. Any such offset by City will not constitute a waiver of any other remedies City may have against Contractor for financial injury or otherwise.

City may terminate this Agreement for City's convenience and without cause at any time by giving Contractor thirty days written notice of such termination. In the event of such termination, Contractor will be paid for those services performed, pursuant to this Agreement, to the satisfaction of the City up to the date of termination. In no event will City be liable for costs incurred by Contractor after receipt of a notice of termination. Such non-recoverable costs include, but are not limited to, anticipated profits on this Agreement, post-termination employee salaries, post-termination administrative expenses, or any other cost which is not reasonable or authorized under this section. This section shall not prevent Contractor from recovering costs necessarily incurred in discontinuing further work under the contract after receipt of the termination notice.

Upon termination of this Agreement, Contractor will submit an invoice to City for an amount which represents the value of its work or services actually performed prior to the effective date of termination for which Contractor has not previously been compensated, except that with respect to reimbursement for Contractor's services, in no event will the compensation paid for the month in which termination occurs be greater than the scheduled monthly fee multiplied by a fraction, the numerator of which will be the days in the month elapsed prior to the termination and the denominator of which shall be 31. Upon approval and payment of this invoice by City, City shall be under no further obligation to Contractor monetarily or otherwise.

## **22. Contractor's Default**

Failure or refusal of Contractor to perform any work or service or do any act required under this Agreement shall constitute a default. In the event of any default, in addition to any other remedy available to Purchasing, this Agreement may be terminated by Purchasing pursuant to the terms of Section 21 herein. Such termination shall not waive any other legal remedies available to Purchasing.

## **23. Conflict of Interest**

Through its execution of this Agreement, Contractor acknowledges that it is familiar with the provisions of Section 15.103 and Appendix C 8.105 of City's Charter and Section 87100 et seq. of the Government Code of the State of California, and certifies that it does not know of any facts which constitute a violation of said provisions.

## **24. Proprietary or Confidential Information of City**

Contractor understands and agrees that, in the performance of the work or services under this Agreement or in contemplation thereof, Contractor may have access to private or confidential information which may be owned or controlled by City and that such information may contain proprietary or confidential details, the disclosure of which to third parties may be damaging to City. Contractor agrees that all information disclosed by City to Contractor shall be held in confidence and used only in performance of the Agreement. Contractor shall exercise the same standard of care to protect such information as a reasonably prudent contractor would use to protect its own proprietary data.

## **25. Notices to the Parties**

All notices to be given by the parties hereto shall be in writing and served by depositing same in the United States Post Office, postage prepaid and registered as follows:

To City:

Department of Human Services

Office of Contract Compliance, Unit D-20  
P. O. Box 7988  
San Francisco, CA 94120

To Contractor:

Private Industry Council of San Francisco, Inc.  
1650 Mission Street, Suite 300  
San Francisco, CA 94103-2490

26. Ownership of Results

Any interest of Contractor or its Subcontractors, in drawings, plans, specifications, studies, reports, memoranda, computation sheets, the contents of computer diskettes, or other documents prepared by Contractor or its Subcontractors in connection with services to be performed under this Agreement, shall become the property of and will be transmitted to City. However, Contractor may retain and use copies for reference and as documentation of its experience and capabilities.

27. Works for Hire

If, in connection with services performed under this Agreement, Contractor or its subcontractors create artwork, copy, posters, billboards, photographs, videotapes, audiotapes, systems designs, software, reports, diagrams, surveys, source codes or any other original works of authorship, such works of authorship shall be works for hire as defined under Title 17 of the United States Code, and all copyrights in such works are the property of the City. If it is ever determined that any works created by Contractor or its subcontractors under this Agreement are not works for hire under U.S. law, Contractor hereby assigns all copyrights to such works to the City, and agrees to provide any material and execute any documents necessary to effectuate such assignment. With the approval of the City, Contractor may retain and use copies of such works for reference and as documentation of its experience and capabilities.

28. Audit and Inspection of Records

Contractor agrees to maintain and make available to the City, during regular business hours, accurate books and accounting records relating to its work under this Agreement. Contractor will permit City to audit, examine and make excerpts and transcripts from such books and records, and to make audits of all invoices, materials, payrolls, records or personnel and other data related to all other matters covered by this Agreement, whether funded in whole or in part under this Agreement. Contractor shall maintain such data and records in an accessible location and condition for a period of not less than five years after final payment under this Agreement or until after final audit has been resolved, whichever is later. The State of California or any federal agency having an interest in the subject of this Agreement shall have the same rights conferred upon City by this Section.

29. Subcontracting

Contractor is prohibited from subcontracting this Agreement or any part of it unless such subcontracting is first approved by City in a written instrument executed and approved in the same manner as this Agreement. Neither party shall, on the basis of this Agreement, contract on behalf of or in the name of the other party. An agreement made in violation of this provision shall confer no rights on any party and shall be null and void.

30. Assignment

The services to be performed by Contractor are personal in character and neither this Agreement nor any duties or obligations hereunder may be assigned or delegated by the Contractor unless first approved by City by written instrument executed and approved in the same manner as this Agreement. Assignment

**31. Minority/Women/Local Business Utilization; Liquidated Damages**

Contractor understands and agrees to comply fully with all provisions of Chapter 12D ("Minority/Women/Local Business Utilization") of the San Francisco Administrative Code. Said provisions are incorporated herein by reference and made a part of this Agreement as though fully set forth.

In the event Contractor willfully fails to comply with any of the provisions of Chapter 12D, Contractor shall be liable for liquidated damages in an amount equal to Contractor's net profit on this Agreement, or ten percent (10%) of the total amount of this Agreement, or one thousand dollars (\$1,000), whichever is greatest. The amount of liquidated damages imposed will be determined by the Director of the City's Human Rights Commission (HRC) after investigation pursuant to §12D.14(C).

By entering into this Agreement, Contractor acknowledges and agrees that any liquidated damages assessed by the Director of the HRC shall be payable to City upon demand. Contractor further acknowledges and agrees that any liquidated damages assessed may be withheld from any monies due to Contractor on any contract with City.

**32. Nondiscrimination; Penalties**

(a) Contractor Shall Not Discriminate. In the performance of this Agreement, Contractor agrees not to discriminate on the basis of the fact or perception of a person's race, color, creed, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, domestic partner status, marital status, disability or Acquired Immune Deficiency Syndrome or HIV status (AIDS/HIV status) against any employee of, any City employee working with, or applicant for employment with Contractor, in any of Contractor's operations within the United States, or against any person seeking accommodations, advantages, facilities, privileges, services, or membership in all business, social, or other establishments or organizations operated by Contractor.

(b) Subcontracts. Contractor shall incorporate by reference in all subcontracts the provisions of Sections 12B.2(a), 12B.2(c)-(k), and 12C.3 of the San Francisco Administrative Code (copies of which are available from Purchasing) and shall require all subcontractors to comply with such provisions. Contractor's failure to comply with the obligations in this subsection shall constitute a material breach of this Agreement.

(c) Non-Discrimination in Benefits. Contractor does not as of the date of this Agreement and will not during the term of this Agreement, in any of its operations in San Francisco or where the work is being performed for the City or elsewhere within the United States, discriminate in the provision of bereavement leave, family medical leave, health benefits, membership or membership discounts, moving expenses, pension and retirement benefits or travel benefits, as well as any benefits other than the benefits specified above, between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of such employees, where the domestic partnership has been registered with a governmental entity pursuant to state or local law authorizing such registration, subject to the conditions set forth in Section 12B.2(b) of the San Francisco Administrative Code.

(d) Condition to Contract. As a condition to this Agreement, Contractor shall execute the "Chapter 12B Declaration: Nondiscrimination in Contracts and Benefits" form (Form HRC-12B-101) with supporting documentation and secure the approval of the form by the San Francisco Human Rights Commission.

(e) Incorporation of Administrative Code Provisions by Reference. The provisions of Chapters 12B and 12C of the San Francisco Administrative Code are incorporated in this Section by reference and made a part of this Agreement as though fully set forth herein. Contractor shall comply fully with and be bound by all of the



provisions that apply to this Agreement under such Chapters of the Administrative Code, including but not limited to the remedies provided in such Chapters. Without limiting the foregoing, Contractor understands that pursuant to Section 12B.2(h) of the San Francisco Administrative Code, a penalty of \$50 for each person for each calendar day during which such person was discriminated against in violation of the provisions of this Agreement may be assessed against Contractor and/or deducted from any payments due Contractor.

**33. MacBride Principles--Northern Ireland**

Pursuant to San Francisco Administrative Code section 12.F.5, the City and County of San Francisco urges companies doing business in Northern Ireland to move towards resolving employment inequities, and encourages such companies to abide by the MacBride Principles. The City and County of San Francisco urges San Francisco companies to do business with corporations that abide by the MacBride Principles.

**34. Tropical Hardwood and Virgin Redwood Ban**

Pursuant to San Francisco Administrative Code section 12I.5(b), the City and County of San Francisco urges contractors not to import, purchase, obtain, or use for any purpose, any tropical hardwood or tropical hardwood product.

**35. Drug-Free Workplace Policy**

Contractor acknowledges that pursuant to the Federal Drug-Free Workplace Act of 1989, the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited on City premises. Contractor agrees that any violation of this prohibition by Contractor, its employees, agents or assigns will be deemed a material breach of this Agreement.

**36. Resource Conservation; Liquidated Damages**

Chapter 21A of the San Francisco Administrative Code ("Resource Conservation") is incorporated herein by reference. Failure by Contractor to comply with any of the applicable requirements of Chapter 21A will be deemed a material breach of contract.

In the event Contractor fails to comply in good faith with any of the provisions of Chapter 21A, Contractor will be liable for liquidated damages in an amount equal to Contractor's net profit under this Agreement, or five percent (5%) of the total contract amount, whichever is greater. Contractor acknowledges and agrees that the liquidated damages assessed shall be payable to City upon demand and may be offset against any monies due to Contractor from any contract with City.

**37. Compliance with Americans with Disabilities Act**

Contractor acknowledges that, pursuant to the Americans with Disabilities Act (ADA), programs, services and other activities provided by a public entity to the public, whether directly or through a contractor, must be accessible to the disabled public. Contractor shall provide the services specified in this Agreement in a manner that complies with the ADA and any and all other applicable federal, state and local disability rights legislation. Contractor agrees not to discriminate against disabled persons in the provision of services, benefits or activities provided under this Agreement and further agrees that any violation of this prohibition on the part of Contractor, its employees, agents or assigns will constitute a material breach of this Agreement.

**38. Sunshine Ordinance**

In accordance with San Francisco Administrative Code section 67.24(e), contracts, contractors' bids, responses to requests for proposals and all other records of communications between City and persons or firms seeking contracts, shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

39. Prohibiting City Business with Burma

By its execution of this Agreement, Contractor attests that it is not the government of Burma (Myanmar), a person or business entity organized under the laws of Burma (Myanmar) or a "prohibited person or entity" as defined in San Francisco Administrative Code section 12J.2(G). The City may terminate this Agreement for default if Contractor violates the terms of section 12J.2(G).

Chapter 12J of the San Francisco Administrative Code is hereby incorporated by reference as though fully set forth herein. The failure of Contractor to comply with any of its requirements shall be deemed a material breach of contract. In the event that Contractor fails to comply in good faith with any of the provisions of Chapter 12J of the San Francisco Administrative Code, Contractor shall be liable for liquidated damages for each violation in an amount equal to Contractor's net profit under the contract, or 10% of the total amount of the contract, or \$1,000, whichever is greatest. Contractor acknowledges and agrees that the liquidated damages assessed shall be payable to the City upon demand and may be set off against any moneys due to the Contractor from any City contract.

40. Non-Waiver of Rights

The omission by either party at any time to enforce any default or right reserved to it, or to require performance of any of the terms, covenants, or provisions hereof by the other party at the time designated, shall not be a waiver of any such default or right to which the party is entitled, nor shall it in any way affect the right of the party to enforce such provisions thereafter.

41. Modification of Agreement

This Agreement may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved in the same manner as this Agreement.

42. Administrative Remedy for Agreement Interpretation

Should any question arise as to the meaning and intent of this Agreement, the question shall, prior to any other action or resort to any other legal remedy, be referred to Purchasing who shall decide the true meaning and intent of the Agreement.

43. Agreement Made in California; Venue

The formation, interpretation and performance of this Agreement shall be governed by the laws of the State of California. Venue for all litigation relative to the formation, interpretation and performance of this Agreement shall be in San Francisco.

44. Construction

All paragraph captions are for reference only and shall not be considered in construing this Agreement.

45. Entire Agreement

This contract sets forth the entire Agreement between the parties, and supersedes all other oral or written provisions. This contract may be modified only as provided in Section 41.

46. Compliance With Laws

Contractor shall keep itself fully informed of the City's Charter, codes, ordinances and regulations of the City and of all state, and federal laws in any manner affecting the performance of this Agreement, and must at all times comply with such local codes, ordinances, and regulations and all applicable laws as they may be amended from time to time.



47. Severability

Should the application of any provision of this Agreement to any particular facts or circumstances be found by a court of competent jurisdiction to be invalid or unenforceable, then (a) the validity of other provisions of this Agreement shall not be affected or impaired thereby, and (b) such provision shall be enforced to the maximum extent possible so as to effect the intent of the parties and shall be reformed without further action by the parties to the extent necessary to make such provision valid and enforceable.

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## Appendices

- A: Services to be Provided by Contractor
- B: Calculation of Charges - Budget
- C: Method of Payment

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day first mentioned above.

CITY

CONTRACTOR

Recommended By:

*Michael...*

WILL LIGHTBOURNE  
EXECUTIVE DIRECTOR  
DEPARTMENT OF HUMAN SERVICES

Private Industry Council  
of San Francisco, Inc.

NAME

1650 Mission St., Suite 300  
ADDRESS

HUMAN SERVICES COMMISSION:

San Francisco CA 94103  
CITY STATE ZIP

*Louise Rainey*  
LOUISE RAINEY  
SECRETARY  
HUMAN SERVICES COMMISSION

I have read and understood Sec. 47, the City's statement urging companies doing business in Northern Ireland to move towards resolving employment inequities, encouraging compliance with the MacBride Principles, and urging San Francisco companies to do business with corporations that abide by the MacBride Principles.

Approved as to Form:  
LOUISE H. RENNE  
CITY ATTORNEY

By *Viggo...*  
DEPUTY CITY ATTORNEY

By *Steve Arcelon*  
SIGNATURE

Approved:

*Edwin Lee*  
EDWIN LEE  
DIRECTOR OF PURCHASING

Steve Arcelon President  
NAME TITLE  
(415) 431-8700  
AREA CODE PHONE NUMBER

*Harold...*  
DIRECTOR OF ADMINISTRATIVE SERVICES

94-2604538  
FEDERAL EMPLOYER NUMBER

## APPENDIX A

### TO AGREEMENT BETWEEN SAN FRANCISCO DEPARTMENT OF HUMAN SERVICES AND THE PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO INC.

#### CalWORKs PROGRAM

Effective April 1, 1998 through June 30, 2001

#### I. PURPOSE

To initiate, negotiate, and administer subcontracts with organizations that will provide Work Readiness, Job Search, Job Training, Placement, and/or Job Retention services for CalWORKs participants seeking employment.

#### II. DEFINITIONS

- A. PIC - Private Industry Council of San Francisco, Inc, a private non-profit public benefit corporation incorporated in 1979 to receive and to administer federal, state or local funds for employment and training services for economically disadvantaged residents of San Francisco.
- B. DHS - San Francisco Department of Human Services.
- C. Enrollment - The official start of training of an individual who has been recruited for a training program, who has been assessed, who has been certified eligible for training, and who has completed all intake procedures.
- D. TANF - Temporary Assistance to Needy Families.
- E. Fee for Service and Outcomes (FFSO) - For contractors with established programs and currently unused capacity, identification of per-person cost of the program as well as the main service components within the program. Includes the negotiation of outcome benchmarks and incremental payments based on achievement of these outcomes.
- F. Base Capacity Grant (BCG) - To fund the start-up of new programs or significant expansion of existing programs. Where a BCG is awarded, contractor will commit to serving CalWORKs participants in this program for one year.

- G. Work Activity- A broad range of activities established by a combination of federal, state and local regulations including items H through S below.
- H. Job Placement Services- Provides a CalWORKs participant with job development and direct placement services into unsubsidized employment.
- I. Job Readiness Services- Provides CalWORKs participants with job-seeking and interviewing skills and "soft skills" necessary to retain unsubsidized employment.
- J. Job Retention and Support Services- Provides CalWORKs enrollees who are working and their employers with a minimum of six months follow-up services which may include: crisis intervention, personal support, childcare services, mental health services, or non-medical substance abuse treatment.
- K. Supervised Job Search- Supervised activities that provide resources and direction to participants to conduct their own job search.
- L. Work Experience- Provision of a transitional job in the public, private, or non-profit sector that will help provide basic skills, enhance existing job skills or provide a needed community service. Position can be either paid or unpaid.
- M. On the Job Training- Supervised training and a permanent job in the public, private, or non-profit sector. Employers are subsidized for part of their cost to train a new employee. The training subsidy can be a TANF grant diversion.
- N. Community Service- Provision of a transitional job in the public or non-profit sector which addresses an identified community need. Jobs must provide basic job skills that can lead to unsubsidized employment.
- O. Job Creation through Wage Subsidy- A transitional job in the public, private, or non-profit sector where a wage subsidy is available to the employer. The participant draws a salary and is considered an employee.
- P. Classroom Training- Vocational skills training in a classroom setting which prepares a CalWORKs participant for work and results in a credential or certificate of completion.
- Q. Unsubsidized Employment- Regular employment in the public, private, or non-profit sector which is not transitional and not subsidized.
- R. Post-Employment Services- Includes, but is not limited to, basic educational skills training, occupational skills training, English-as-a-second-language training, and job mentoring.

- S. Re-Employment and Career Advancement Services- Provides participants with a combination of post-employment and job development services to move up a career ladder.

### III. TARGET POPULATION

Per statute, at least 70% of the WtW grant funds must be spent on individuals who are current TANF recipients of aid who face two of three specific barriers to employment, and who are long-term welfare recipients. Those three barriers are:

- Lack of a high school diploma or GED and low reading or math skills;
- Requiring a substance abuse treatment for employment; and
- A poor work history.

Up to 30% of the WtW funds may be spent on other TANF recipients having characteristics associated with long-term welfare dependency.

Use of County General Funding is not limited to specific populations or services.

### IV. LOCATION AND TIME OF SERVICES

Contractor will provide administrative services at the offices of the Private Industry Council, located at 1650 Mission Street, San Francisco. Location of services provided by each subcontractor will be negotiated and specified in the subcontract.

### V. SCOPE OF SERVICES

The services, goals, objectives, and reporting requirements described in the contract are for the entire program, although this contract funds only a portion of the program. These services are integral to and critical for the successful delivery of the CalWORKs Welfare to Work program to this department's clients.

As CalWORKs is a new and complex program and there is no historical experience as yet, the services, goals, and objectives indicated in this Addendum may need to be changed during this contract period in order to better provide this program. These services, goals, and objectives, and the line item budget displayed in Addendum B, may be re-negotiated at any time at the request of either the PIC or DHS. The contract will be modified to reflect any agreed upon changes.

A. The PIC and DHS will jointly:

1. Issue an RFQ to request proposals from organizations, non-profit or for profit, to provide Work Readiness, Job Search, Job Training, Placement, and/or Job Retention services for CalWORKs participants. In anticipation of this Agreement, the RFQ was issued February 24, 1998.
2. Evaluate proposals and select appropriate proposals for funding, based on employment service needs of the CalWORKs participants and the qualifications of submitting organizations.
3. Establish a CalWORKs Vendor List consisting of those agencies and programs determined to have met the minimum qualifications and with whom subcontracts have been negotiated. This vendor list will be an inventory of employment service options from which program participants and DHS Employment Specialists may select appropriate Work Activities to be included in the participant's Employment Plan.

B. In addition, the PIC will:

1. Receive proposals during five different review cycles in 1998. The review cycles will end on:
  - Monday, March 23
  - Monday, May 4
  - Monday, July 6
  - Monday, October 5
  - Tuesday, December 1The proposals due March 23 have been received, and PIC has begun the evaluation process.
2. Initiate and negotiate subcontracts with qualified providers on an ongoing basis. Start dates for subcontracts will be on an as-needed basis during the entire term of this contract.
3. Develop, as needed, forms and protocols necessary to implement the program and to track and document participant work activities and outcomes.
4. Provide technical assistance to DHS staff regarding availability of training programs and selection of training appropriate to the individual participants.



5. Assign a staff person to monitor the delivery of services to CalWORKs participants by subcontractors and to provide technical assistance to subcontractors as needed and as appropriate.
6. Evaluate the program performance of each subcontractor annually and provide annual reports on subcontractor performance and system-wide outcomes to DHS.
7. Make payment to subcontractors in one of two ways:
  - a) Fee for Service and Outcomes (FFSO). For subcontractors with established programs, PIC will identify the per-person cost of the program as well as the main service components within the program. Outcome benchmarks and incremental payments based on achievement of these outcomes will be negotiated on a contract by contract basis. The subcontractor will invoice PIC for payment as negotiated benchmarks are reached for individual clients.
  - b) Base Capacity Grant (BCG) and FFSSO. On a subcontract by subcontract basis, PIC will award Base Capacity Grants to fund the start-up of new programs or significant expansion of existing programs. The subcontractor must agree to serve CalWORKs participants in this program for one year. The BCG portion of the subcontract will be reduced and the FFSSO portion increased in subsequent funding years. BCG subcontracts will be entered into only as participant demand for these services is identified through the CalWORKs enrollment process.
8. Maintain a management information system (MIS) on all program outcomes, including enrollments, completion of training, placement into unsubsidized employment and six-month retention in the workforce, and all relevant data on the quality of the jobs filled by CalWORKs participants.

C. DHS will do the following:

1. Identify, screen, and refer appropriate CalWORKs participants.
2. Facilitate the participant's enrollment in the subcontractor's program.
3. Secure needed support services including childcare and transportation.
4. Provide ongoing case management.
5. Provide subcontractor with forms for monthly attendance and progress reports for each enrolled participant. These forms will be returned to DHS.

6. Track daily attendance and individual client progress.
7. Participate in case conferences as needed to ensure each participants successful completion of the program objectives.
8. Request that CalWORKs participant seeking to enroll in subcontract program sign a release of information form to facilitate service coordination.

## **VI. PROGRAM GOAL**

Develop and operate an efficient employment and training system for participants in the CalWORKs Welfare to Work program.

## **VII. OBJECTIVES**

- A. A vendor list of employment service options adequate to meet the needs of the CalWORKs program will be established beginning April 15, 1998, and will be maintained and periodically expanded as new proposals are received and evaluated.
- B. All forms and protocols necessary to the implementation of the program and tracking of results will be developed as needed.
- C. Staff person will be assigned to provide technical assistance to subcontractors as needed.
- D. Program performance of each subcontractor will be evaluated annually based on the achievement of client outcomes established in the subcontracts.
- E. Subcontractor performance and system-wide outcomes will be reported to DHS quarterly.
- F. Provide payments to subcontractors within 15 days of receipt of invoice, provided all reported outcomes that have been negotiated as benchmarks for payment have been accurately reported by the subcontractor and verified by the PIC.

## VIII. REPORTING REQUIREMENTS

### A. Monthly reports

The PIC will provide DHS with monthly reports of individual participants' progress by subcontractor rosters.

### B. Quarterly Reports

Contractor shall submit quarterly reports containing responses for each objective as outlined above and shall include relevant quantitative and qualitative information. Quarterly reports are due on:

Period	Due
04/01/98 - 06/30/98	07/15/98
07/01/98 - 09/30/98	10/15/99
10/01/98 - 12/31/98	01/15/99
01/01/99 - 03/31/99	04/15/99
07/01/99 - 09/30/99	10/15/99
10/01/99 - 12/31/99	01/15/00
01/01/00 - 03/31/00	04/15/00
07/01/00 - 06/30/00	07/15/00
10/01/00 - 12/31/00	01/15/01
01/01/01 - 03/31/01	04/15/01

### C. Annual Report

During each year of this Agreement, contractor shall submit an annual report in lieu of the fourth quarter report. This report shall provide cumulative results for each objective as outlined above and shall include demographic information of the clients served.

The first report will cover the 15-month period from April 1, 1998 through June 30, 1999 and will be due on July 15, 1999. Subsequent reports will cover the period beginning July 1 and ending June 30 of each fiscal year and will be due on July 15.

**IX. SUBMISSION OF REPORTS**

Monthly reports will be submitted to:

Dolores Heaven  
Program Manager  
CalWORKs Program  
Unit M-000  
at  
Department of Human Services  
P.O. Box 7988  
San Francisco, CA 94120

Two copies of the quarterly and annual reports will be submitted to DHS as follows:

David Rees  
Senior Contract Manager  
Office of Contract Compliance  
Unit D-20  
and

Amanda Feinstein  
Special Assistance, Workforce Development  
Unit B-103  
At  
San Francisco Department of Human Services  
P.O. Box 7988  
San Francisco, CA 94120

**X. OTHER OBLIGATIONS**

Contractor shall attend meeting of the San Francisco Human Services Commission, as requested

Appendix B

Calculation of Charges

- |    |                                |          |
|----|--------------------------------|----------|
| 1  | April 1, 1998 to June 30, 1999 | pp. 2-4  |
| 2. | July 1, 1999 to June 30, 2000  | pp. 5-7  |
| 3. | July 1, 2000 to June 30, 2001  | pp. 8-10 |

DEPARTMENT OF SOCIAL SERVICES CONTRACT BUDGET SUMMARY  
BY PROGRAM

Contractor's Name <b>PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.</b>			Contract Term <b>04/01/98 TO 06/30/99</b>	
(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>				
If modification, Effective Date of Mod.			No. of Mod.	
Program	State Match	General Fund		Total
Budget Reference Page No.(s)				
Program Term	04/01/98 TO 06/30/99			
<b>Expenditures</b>				
Salaries & Benefits	\$62,410	\$114,165		\$176,575
Operating Expense	\$715,816	\$1,596,614		\$2,312,430
Capital Expenditure	\$0	\$0		\$0
Subtotal	\$778,226	\$1,710,779		\$2,489,005
Indirect Cost	\$7,774	\$14,221		\$21,995
Indirect Percentage (%) of direct cost (Line 16)	1.00%	0.83%		0.88%
Total Expenditures	\$786,000	\$1,725,000		\$2,511,000
<b>DSS Revenues</b>				
General Fund		\$1,725,000		\$1,725,000
<b>TOTAL DSS REVENUES</b>		\$1,725,000		\$1,725,000
<b>Other Revenues</b>				
State Match	\$786,000			\$786,000
Total Revenues	\$786,000	\$1,725,000		\$2,511,000
Full Time Equivalent (FTE)	31%	69%		100%
Prepared by: <b>Adrian Trujillo</b>				
DSS-CO Review Signature: _____				
DSS #1				

Telephone No.: 431-8700

Date: 03/16/98

4/8/98

**DSS #2**Addendum \_\_\_\_ Page 2  
Document Date: 03/16/98Program Name: Private Industry Council to San Francisco, Inc.  
(Same as Line 9 on DSS #1)**Salaries & Benefits Detail****CALWORKS PROGRAM**

POSITION TITLE	TERM	FTE	State Match	FTE	General Fund	INCREASE (DECREASE)
			04/01/98 to 06/30/99 SALARIES		04/01/98 to 06/30/99 SALARIES	
Project Coordinator ( 1 )		21%	\$13,738	38%	\$25,131	
Program Monitors ( 2 )		21%	\$24,322	38%	\$44,492	
MIS Specialist (25%)		5%	\$2,718	9%	\$4,972	
MIS Technician (50%)		10%	\$4,215	19%	\$7,711	
Accountant (25%)		5%	\$3,045	9%	\$5,569	
Asst. Accountant (50%)		10%	\$4,727	19%	\$8,646	
Clerical Staff (25%)		5%	\$1,635	9%	\$2,991	
<b>TOTALS</b>			<b>\$54,400</b>		<b>\$99,512</b>	
<b>EMPLOYEE FRINGE</b>						
BENEFITS		15%	\$8,010	15%	\$14,653	
<b>TOTAL SALARIES &amp; BENEFITS</b>			<b>\$62,410</b>		<b>\$114,165</b>	



# DSS #3

Addendum \_\_\_\_ Page 3  
Document Date: 03/16/98

Program Name: PRIVATE INDUSTRY COUNCIL OF S.F. INC.  
(Same as Line 9 on DSS #1)

## Operating Expense Detail

Expenditure Category	TERM	CALWORKS PROGRAM		INCREASE (DECREASE)
		State Match 04/01/98 to 06/30/99	General Fund 04/01/98 to 06/30/99	
Rental of Property		\$8,396	\$15,356	
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$1,710	\$3,129	
Office Supplies, Postage		\$1,710	\$3,129	
Building Maintenance Supplies and Repair				
Printing and Reproduction				
Insurance				
Staff Training				
Staff Travel-(Local & Out of Town)				
Rental of Equipment				
Sub-Total		\$11,816	\$21,614	
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE				
Services Subcontractors		\$684,000	\$1,500,000	
Subcontractor's Administration		\$20,000	\$75,000	
Sub-Total		\$704,000	\$1,575,000	
OTHER				
PIC Indirect Cost		\$7,774	\$14,221	
Sub-Total		\$7,774	\$14,221	
TOTAL OPERATING EXPENSE		\$723,590	\$1,610,835	

DEPARTMENT OF SOCIAL SERVICES CONTRACT BUDGET SUMMARY  
BY PROGRAM

Contractor's Name PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.			Contract Term 07/01/99 TO 06/30/00	
(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>				
If modification, Effective Date of Mod.			No. of Mod.	
Program	State Match	General Fund		Total
Budget Reference Page No.(s)				
Program Term	07/01/99 TO 06/30/00			
Expenditures				
Salaries & Benefits	\$66,291	\$103,830		\$170,121
Operating Expense	\$714,079	\$1,385,785		\$2,099,864
Capital Expenditure	\$0	\$0		\$0
Subtotal	\$780,370	\$1,489,615		\$2,269,985
Indirect Cost	\$6,630	\$10,385		\$17,015
Indirect Percentage (%) of direct cost (Line 16)	0.85%	0.70%		0.75%
Total Expenditures	\$787,000	\$1,500,000		\$2,287,000
DSS Revenues				
General Fund		\$1,500,000		\$1,500,000
TOTAL DSS REVENUES		\$1,500,000		\$1,500,000
Other Revenues				
State Match	\$787,000			\$787,000
Total Revenues	\$787,000	\$1,500,000		\$2,287,000
Full Time Equivalent (FTE)	34%	66%		100%
Prepared by: Adrian Trujillo Telephone No.: 431-8700 Date: 03/16/98				
DSS-CO Review Signature: _____				
DSS #1				

4/8/96

## DHS #2

Addendum \_\_\_\_ Page 2  
Document Date: 03/16/98Program Name: Private Industry Council fo San Francisco, Inc.  
(Same as Line 9 on DSS #1)

## Salaries &amp; Benefits Detail

## CALWORKS PROGRAM

		State Match		General Fund		
		04/01/99 to 06/30/00		04/01/99 to 06/30/00		
TERM						INCREASE (DECREASE)
POSITION TITLE	FTE	SALARIES	FTE	SALARIES		
Project Coordinator	22%	\$12,307	35%	\$19,273		
Program Monitors ( 2.75 )	20%	\$30,522	32%	\$47,805		
MIS Specialist (25%)	6%	\$2,491	9%	\$3,903		
MIS Technician (50%)	11%	\$3,941	17%	\$6,173		
Accountant (25%)	6%	\$2,771	9%	\$4,340		
Asst. Accountant (50%)	11%	\$4,345	17%	\$6,806		
Clerical Staff (25%)	6%	\$1,551	9%	\$2,429		

TOTAL SALARIES &amp; BENEFITS

\$66,291

\$103,830

## DHS #3

Addendum \_\_\_\_ Page 3  
Document Date: 03/16/98

Program Name: PRIVATE INDUSTRY COUNCIL OF S.F. INC.  
(Same as Line 9 on DSS #1)

## Operating Expense Detail

Expenditure Category	TERM	CALWORKS PROGRAM		INCREASE (DECREASE)
		State Match	General Fund	
		07/01/99 to 06/30/00	07/01/99 to 06/30/00	
Rental of Property		\$7,161	\$11,215	
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$1,459	\$2,285	
Office Supplies, Postage		\$1,459	\$2,285	
Building Maintenance Supplies and Repair				
Printing and Reproduction				
Insurance				
Staff Training				
Staff Travel-(Local & Out of Town)				
Rental of Equipment				
Sub-Total		\$10,079	\$15,785	
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE				
Services Subcontractors		\$684,000	\$1,305,000	
Subcontractor's Administration		\$20,000	\$65,000	
Sub-Total		\$704,000	\$1,370,000	
OTHER				
PIC Indirect Cost		\$6,630	\$10,385	
Sub-Total		\$6,630	\$10,385	
TOTAL OPERATING EXPENSE		\$720,709	\$1,396,170	

DEPARTMENT OF SOCIAL SERVICES CONTRACT BUDGET SUMMARY  
BY PROGRAM

Contractor's Name PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.		Contract Term 07/01/00 TO 06/30/01	
(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>			
If modification, Effective Date of Mod.		No. of Mod.	
Program	State Match	General Fund	Total
Budget Reference Page No.(s)			
Program Term	07/01/00 TO 06/30/01		
<b>Expenditures</b>			
Salaries & Benefits	\$68,545	\$110,481	\$179,026
Operating Expense	\$711,926	\$1,378,995	\$2,090,921
Capital Expenditure	\$0	\$0	\$0
Subtotal	\$780,471	\$1,489,476	\$2,269,947
Indirect Cost	\$6,529	\$10,524	\$17,053
Indirect Percentage (%) of direct cost (Line 16)	0.84%	0.71%	0.75%
Total Expenditures	\$787,000	\$1,500,000	\$2,287,000
<b>DSS Revenues</b>			
General Fund		\$1,500,000	\$1,500,000
TOTAL DSS REVENUES		\$1,500,000	\$1,500,000
<b>Other Revenues</b>			
State Match	\$787,000		\$787,000
Total Revenues	\$787,000	\$1,500,000	\$2,287,000
Full Time Equivalent (FTE)	34%	66%	100%
Prepared by: Adrian Trujillo	Telephone No.: 431-8700		Date: 03/16/98
DSS-CO Review Signature: _____			
DSS #1			

4/8/98

# DHS #2

Addendum \_\_\_\_ Page 2  
Document Date: 03/16/98

Program Name: Private Industry Council fo San Francisco, Inc.  
(Same as Line 9 on DSS #1)

## Salaries & Benefits Detail

### CALWORKS PROGRAM

POSITION TITLE	TERM	FTE	State Match	FTE	General Fund	INCREASE (DECREASE)
			07/01/00 to 06/30/01 SALARIES		07/01/00 to 06/30/01 SALARIES	
Project Coordinator		22%	\$12,711	35%	\$20,487	
Program Monitors ( 2.75 )		20%	\$31,500	32%	\$50,772	
MIS Specialist (25%)		22%	\$2,641	35%	\$4,257	
MIS Technician (50%)		11%	\$4,152	18%	\$6,693	
Accountant (25%)		5%	\$2,844	9%	\$4,584	
Asst. Accountant (50%)		11%	\$4,546	18%	\$7,326	
Clerical Staff (25%)		5%	\$1,656	9%	\$2,669	
TOTALS			\$60,050		\$96,788	

### EMPLOYEE FRINGE

BENEFITS	14%	\$8,495	14%	\$13,693
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TOTAL SALARIES & BENEFITS	\$68,545	\$110,481
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Program Name: PRIVATE INDUSTRY COUNCIL OF S.F. INC.  
(Same as Line 9 on DSS #1)

## Operating Expense Detail

Expenditure Category	TERM	CALWORKS PROGRAM		INCREASE (DECREASE)
		State Match	General Fund	
		07/01/00 to 06/30/01	07/01/00 to 06/30/01	
Rental of Property		\$7,052	\$11,365	
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$1,437	\$2,315	
Office Supplies, Postage		\$1,437	\$2,315	
Building Maintenance Supplies and Repair				
Printing and Reproduction				
Insurance				
Staff Training				
Staff Travel-(Local & Out of Town)				
Rental of Equipment				
Sub-Total		\$9,926	\$15,995	
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE				
Services Subcontractors		\$684,000	\$1,305,000	
Subcontractor's Administration		\$18,000	\$58,000	
Sub-Total		\$702,000	\$1,363,000	
OTHER				
PIC Indirect Cost		\$6,529	\$10,524	
Sub-Total		\$6,529	\$10,524	
TOTAL OPERATING EXPENSE		\$718,455	\$1,389,519	



## APPENDIX C

### TO CONTRACT BETWEEN SAN FRANCISCO DEPARTMENT OF HUMAN SERVICES AND PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

EFFECTIVE APRIL 1, 1998

#### METHOD OF PAYMENT

- I. Payments shall be made for actual costs incurred and reported for each month. Total payment reimbursable for the term of the contract shall not exceed \$7,085,000 (seven million and eighty-five thousand dollars). Contractor shall submit separate invoices for each funding source.
  - A. Total payments from the City and County General Fund shall not exceed \$4,725,000 (four million, seven hundred and twenty-five thousand dollars).
  - B. Total payments from the State of California matching funds shall not exceed 2,360,000 (two million, three hundred and sixty thousand dollars).
- II. Payments for the first 15 months of the Contract (April 1 1998 through June 30, 1999) shall not exceed \$2,511,000.
  - A. Total payments from the City and County General Fund for the first 15 months shall not exceed \$1,725,000.
  - B. Total payments from the State of California matching funds for the first 15 months shall not exceed \$786,000.
- III. Contractor will submit all bills, invoices, and related documentation to the San Francisco Department of Human Services, O.C.C., Unit G300, P.O. Box 7988, San Francisco, CA 94120. Documentation shall be submitted by the final day of the month following the month of claimed expenditures.
- IV. Invoices shall be in the format specified by DHS and shall be submitted on such forms as specified by DHS. Invoices shall include actual expenditures incurred during the month, unless otherwise specified.
- V. **ADVANCED PAYMENT:** City agrees to make an advanced payment of \$225,000 to the Contractor upon execution of this agreement. An additional advanced payment of \$402,750 shall be made July 1, 1998. These payments constitute advanced reimbursement for actual expenditures for services provided under this contract.

Contractor will submit invoices and any required documentation to SFDSS to indicate all actual expenditures made. Payments for the monthly invoices over the first fifteen months of this Agreement (April 1, 1998 to June 30, 1999) shall be reduced by the total amount of the advanced payments. Invoices for each of the first 15 months shall each be reduced by an amount indicated by the Contractor on the invoice. Invoices for the two funding sources will be totaled and deduction shall be made from the total.

The entire advance must be liquidated by June 30, 1999, except that additional advances may be negotiated by the City and the contractor if conditions so warrant. In no event shall payments to the contractor exceed the total amount of the contract.

Contractor further agrees to carry a Fidelity Bond in an amount equal to or greater than the total amount advanced. Any termination of this agreement will result in any unearned amount of the advance becoming due and payable to the City within thirty (30) days following written notice of termination from the City.

4158983838

4-30-1998 3:03PM

FROM GRIFFITHS NOVATO 4158983838

P.2

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YY)	
PRODUCER		INSURED		04/30/98	
<b>Griffiths Insurance - Novato</b> 1305 Grant Avenue, Suite D Novato CA 94945  <b>Ed Stark (Lic. No. 0655267)</b> Phone No. 415-892-1660 Fax No.		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.			
		COMPANIES AFFORDING COVERAGE			
		COMPANY A	Nonprofits Ins. Alliance of CA		
		COMPANY B	Fidelity & Deposit Co.		
		COMPANY C			
		COMPANY D			
COVERAGES					
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.					
CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT	97-6350	11/30/97	11/30/98	GENERAL AGGREGATE \$1,000,000 PRODUCTS - COMP/OP AGG \$1,000,000 PERSONAL & ADV INJURY \$1,000,000 EACH OCCURRENCE \$1,000,000 FIRE DAMAGE (Any one fire) \$50,000 MED EXP (Any one person) \$5,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: \$ EACH ACCIDENT \$ AGGREGATE \$
A	EXCESS LIABILITY <input checked="" type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> OTHER THAN UMBRELLA FORM	97-6350UMB	11/30/97	11/30/98	EACH OCCURRENCE \$1,000,000 AGGREGATE \$ \$ THE EXCESS/UNDERLIES OVER
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY THE PROPRIETOR/PARTNER/EXECUTIVE OFFICERS ARE <input type="checkbox"/> INCL <input type="checkbox"/> EXCL				EL EACH ACCIDENT \$ EL DISEASE - POLICY LIMIT \$ EL DISEASE - EA EMPLOYEE \$
B	OTHER Crime-Employee Dishonesty	CCP0036804	05/01/98	11/30/98	\$500,000 Limit \$5,000 Deductible
DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS					
Certificate Holder is Additional Insured with respect to Liability arising out of the Named Insured's operations as per attached endorsement subject to policy terms and conditions. Supersedes previously issued Certificate dated 1/7/98.					
CERTIFICATE HOLDER					
CITY&CO					
City & County of San Francisco Dept. of Human Services P.O. Box 7988 San Francisco, CA 94102-7988					
CANCELLATION					
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL endeavor to MAIL <u>30</u> DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY ON ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.					
AUTHORIZED REPRESENTATIVE					
Ed Stark (Lic. No. 0655267)					
ACORD 25-S (1/89)					



## ATTACHMENT NO. 7

(Expenditure and Participant Plan)



WtW Local Plan	<input checked="" type="checkbox"/>	Initial Plan	<input type="checkbox"/>	Modification
Service Delivery Area		City and County of San Francisco		Date: June 23, 1998

**ATTACHMENT 7  
WELFARE-TO-WORK EXPENDITURE AND PARTICIPANT PLAN**

April 1998 - June 1998		Total	/a. Administration Expenditures      Program Expenditures	
I. Allocation		\$ 2,367,832		
II. Quarterly Planned Cumulative Expenditures				
A. Quarter 1 (April - June)		\$ 197,319	\$ 25,651	\$ 171,668
III. Planned Carry-out		\$ 2,170,513		
IV. Planned Participants Expected to Receive Services				
A. Quarter 1 (April - June)		17		

July 1998 - June 1999		Total	/a. Administration Expenditures      Program Expenditures	
I. Planned Carry-in		15		
II. Quarterly Planned Cumulative Expenditures				
A. Quarter 1 (July - September))		\$ 394,638	\$ 51,302	\$ 343,336
B. Quarter 2 (October - December)		\$ 591,597	\$ 76,953	\$ 514,644
C. Quarter 3 (January - March)		\$ 789,276	\$ 102,604	\$ 686,672
D. Quarter 4 (April - June)		\$ 986,595	\$ 128,255	\$ 858,340
III. Planned Carry-out		\$ 1,183,918		
IV. Planned Participants Expected to Receive Services				
A. Quarter 1 (July - September))		20		
B. Quarter 2 (October - December)		20		
C. Quarter 3 (January - March)		20		
D. Quarter 4 (April - June)		20		

July 1999 - June 2000		Total	/a. Administration Expenditures      Program Expenditures	
I. Planned Carry-in		65		
II. Quarterly Planned Cumulative Expenditures				
A. Quarter 1 (July - September))		\$ 1,183,914	\$ 153,906	\$ 1,030,008
B. Quarter 2 (October - December)		\$ 1,381,233	\$ 179,557	\$ 1,201,676
C. Quarter 3 (January - March)		\$ 1,578,552	\$ 205,208	\$ 1,373,344
D. Quarter 4 (April - June)		\$ 1,755,871	\$ 230,859	\$ 1,525,012
III. Planned Carry-out		\$ 571,953		
III. Planned Participants Expected to Receive Services				
A. Quarter 1 (July - September))		20		
B. Quarter 2 (October - December)		20		
C. Quarter 3 (January - March)		20		
D. Quarter 4 (April - June)		20		

/a. Includes costs for the acquisition of additional computer hardware and software that will be used for tracking and monitoring under this plan that would otherwise be classified as "administrative costs" under 20 CFR §627.440(d)(5) and 20 CFR §631.13(f) of the JTPA Regulations but for 20 CFR §645.235(c)(3) of the SSA Regulations for WtW Programs.



WtW Local Plan	<input checked="" type="checkbox"/>	Initial Plan	<input type="checkbox"/>	Modification
Service Delivery Area		City and County of San Francisco		Date: June 23, 1998

**WELFARE-TO-WORK EXPENDITURE AND PARTICIPANT PLAN (continued)**

July 2000 - March 2001		/a.	
	Total	Administration Expenditures	Program Expenditures
I. Planned Carry-in	85		
II. Quarterly Planned Cumulative Expenditures			
A. Quarter 1 (July - September)	\$ 1,973,190	\$ 256,510	\$ 1,716,680
B. Quarter 2 (October - December)	\$ 2,170,509	\$ 282,161	\$ 1,888,348
C. Quarter 3 (January - March)	\$ 2,367,832	\$ 307,818	\$ 2,060,014
III. Planned Participants Expected to Receive Services			
A. Quarter 1 (July - September)	20		
B. Quarter 2 (October - December)	20		
C. Quarter 3 (January - March)	20		

/a. Includes costs for the acquisition of additional computer hardware and software that will be used for tracking and monitoring under this plan that would otherwise be classified as "administrative costs" under 20 CFR §627.440(d)(5) and 20 CFR §631.13(f) of the JTPA Regulations but for 20 CFR §645.235(c)(3) of the SSA Regulations for WtW Programs.

## ATTACHMENT NO. 8

(Public Comments and Responses)





RECEIVED JUN 1 1998

June 1, 1998

Steve Arcelona, President  
Private Industry Council of San Francisco, Inc.  
1650 Mission Street, Suite 300  
San Francisco, CA 94110

Dear Steve:

Thank you for preparing the draft "San Francisco Federal-Formula, Welfare-to-Work Plan." The plan lays out clearly and concisely our strategy in San Francisco for using the federal formula Welfare-to-Work funds. I am prepared to support the draft plan with the following modifications:

- 1) Section II.A.2.k., and its introductory paragraph should be modified to make clear that the Department of Human Services will determine which types of services and specific programs CalWORKs participants will participate in pursuant to their Individual Responsibility Plans (IRP). The PIC will advise the DHS staff on available programs and determine which funding source will be used to pay for identified services.
- 2) In Section II.B.1, you list characteristics that the county will include in our definition of those characteristics "predictive of long-term dependency" under the 30% category. In addition to those listed we should add:
  - Poor work history (employed fewer than 13 consecutive weeks in the last 12 months)
  - Reading or math below the 9<sup>th</sup> grade level
  - No GED
  - Domestic violence survivor
- 3) Section II.B.2., describes how a CalWORKs participant's Individual Responsibility Plan (IRP) will be developed and used. The section should be modified to reflect the following: IRP's will be developed by the Department of Human Services Employment Specialists who will refer participants directly to service providers under contract with the PIC. The PIC will offer consultation to DHS on provider selection as needed. A copy of the IRP will be faxed to the service provider by DHS. The service provider will include a copy of the IRP in whatever documentation is required by the PIC for enrollment.

- 4) The state's Planning Guidelines for Section III.A.2., instructs us to list those services (which are not defined in CalWORKS) that we plan to provide under the local WtW Grant Program, and provide the locally agreed-to definitions for them. The services to be defined are:

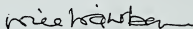
- Job Creation through Public and Private Wage Subsidies
- Contracts or Vouchers for Placement or Post Placement Employment Services
- Job Retention and Support Services
- Funding for Individual Development Accounts

It is likely that we will offer all of these services in San Francisco over time. Initially, our priority for Federal Formula Welfare-to-Work funds will be "Contracts or Vouchers for Placement or Post Placement Employment Services" and "Job Retention Services." As you know, our staffs are currently discussing definitions for all four services. I recommend that we include these definitions in the Final Plan as instructed and affirmatively state our priorities for providing these services.

- 5) We should include in the plan a brief description of the performance-based payment structure we will use in San Francisco to administer the Formula Welfare-to-Work funds, the state match to these funds and our General Fund resources. We should explain our negotiated per-person pricing system and the use of outcome benchmarks to justify incremental payments. We should also state the advantages of this approach which include creating financial incentives for agency performance, maximizing participant choice, and facilitating the integration of multiple funding streams into a single coordinated service delivery system.

Amanda Feinstein, my Special Assistant for Workforce Development, will attend the PIC Planning Committee meeting on June 1, to answer any questions regarding these proposed changes.

Sincerely,



Will Lightbourne  
Executive Director  
San Francisco Department of Human Services

cc: PIC Planning Committee



PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

June 26, 1998

Mr. Will Lightbourne, Executive Director  
San Francisco Department of Human Services  
Post Office Box 7988  
San Francisco, CA 94120

**URGENT!**

Dear Will:

Enclosed is a final version of San Francisco's initial "FFY 1998-2000 Federal-Formula, Welfare-to-Work Plan" and four copies of the "Signature Sheet" for it, which, once signed by the Mayor and Gary Fitschen, would be included as "Attachment No. 1" to it.


Would you please review this version of the Plan as soon as possible to ensure that it represents everything we agreed on over the last several weeks? The enclosed version of it is identical to the versions proposed by the PIC Staff on May 22nd and by the Planning Committee on June 1st except for the following:

1. the four subparagraphs beginning right after subparagraph II.A.2.h. and ending with-subparagraph II.A.2.k. (on page 5 of 16) and the initial subparagraph under subparagraph II.C.2. (on page 7 of 16) are revised to clarify the authorities and responsibilities of the PIC and the SFDHS in response to the first and third issues raised in your June 1st letter;
2. subparagraphs II.B.1.h., i., j., and k. (on page 6 of 16) are revised to incorporate all of the modifications suggested in your June 1st letter;
3. subparagraph III.A.2. (on page 9 of 16) is revised to incorporate all modifications suggested in your June 1st letter and to offer definitions for each of those services;
4. subparagraph III.B.4. (on pages 11 and 12 of 16) is revised to clarify the collective intent of the PIC and the SFDHS in response to the observations made by representatives of the San Francisco Neighborhood Legal Assistance Foundation on June 1st; and
5. subparagraph VI.A.1. (on page 16 of 16) is revised to incorporate language explaining our contracting instrument as suggested in your June 1st letter and to add an explanation about the procurement of those and other contracts that, until now, had been overlooked.

The attachments to the final version of this Plan will be identical to those in the May 22nd and June 1st versions except that an executed copy of the SFDHS-PIC contract will be substituted for the unsigned version in Attachment No. 6 and Attachment No. 8 will contain copies of all written comments received with regard to proposed versions of the Plan and the PIC's responses to them.

If you are now in agreement with this version of the Plan, would you please ask the Mayor to approve it and to indicate that by signing each of the four enclosed "Signature Sheets" and returning three of them to us as soon as possible? We want to submit this by next Tuesday, the 30th.

Sincerely,

  
Steve Arcelona  
President

cc: Amanda Feinstein, SFDHS

PIC Staff

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)



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San Francisco Neighborhood Legal Assistance Foundation  
225 Bush Street, 7th Floor  
San Francisco, CA 94104  
Telephone 415-982-1300  
Fax 415-982-4243

*Comments on proposed Welfare-to-Work Plan  
Presented to the PIC Planning Committee  
June 1, 1998*

I. PROPOSED PLAN DOES NOT CONSIDER:

1. Transportation

The United States Departments of Labor, Transportation and Health and Human Services have recognized the key role that access to transportation plays in securing employment. See Joint Guidance on the Use of TANF and WtW Funds to Provide Transportation Services to Welfare Recipients. A complete WtW plan should contain some discussion or reference to the availability of transportation for participants to get to and from work, training and childcare.

2. Co-ordination with disability community organizations.

3. How disabilities are recognized by subcontractors and accommodations provided by subcontractors and communicated through PIC to DHS when necessary.

Point 2 and 3 are significant given the high number of welfare recipients who are disabled. According to the United States Department of Health and Human Services, nearly one on five women between the ages of 15 and 45 who receive welfare benefits suffer from a functional disability. Indeed, "some studies have indicated learning disabilities as high as 40%" among welfare recipients. See: Welfare to Work Disability Initiative Fact Sheet at [www.doleta.gov](http://www.doleta.gov). Given 1) the target population for WtW money (i.e., people with no high school diploma or GED and poor work history are two of three criteria), 2) the PIC's subcontractors lengthy interaction with recipients and 3) the educational role of the PIC subcontractor, a participant's disability is likely to "discovered" and/or seriously effect their performance in training. All of these factors indicate a strong need for the PIC and its subcontractors to have policies in place to identify and accommodate participants with disabilities.

#### 4. Structure of the PIC

It is apparently assumed that the PIC structure will remain unchanged. The PIC structure (51% business community, etc.) is set out as it is because of JTPA requirements. The SFDHS monies which have been transferred to the PIC as well as the county general fund monies have of course no such limitation on their use. It is critical that CalWORKS recipients and their advocates are part of the PIC organizational structure. It is highly unusual for a public agency such as SFDHS to transfer public monies to an organization privately controlled by private industry. While the PIC obviously has expertise in working with job training subcontractors, there are many areas of deficiency, due in part to the PIC structure which excludes the participation of clients and community-based organizations which are not job trainers. For example, there has never been a requirement that clients evaluate the job training programs. There have never been articulated criteria for subcontractors to ensure that those with employment barriers and/or disabilities are given the help they need.

#### II. PROPOSED PLAN DOES NOT PROVIDE SUFFICIENT INFORMATION IN MANY AREAS

While § IV. A. of the Proposed Plan identifies three target areas, the Proposed Plan fails to adequately respond to two of those areas, post-employment services including comprehensive employment retention and mechanisms to support welfare recipients ability to move into the trades.

##### *Post-Employment Services*

Section III. A. 2. States that the PIC will not initially use WtW funds for post-employment services and fails to give any timeline for when a comprehensive plan for these services will be established. The reason given is failure of relevant state and federal agencies to set criteria. The plan notes that the county "may" use general fund money. There should be an affirmative commitment to do so, given the critical role which post-employment services will play in job retention success.

§ III. B. 4. of the proposed plan states that post-employment services will be determined by the PIC, and the subcontractor based on information provided by the employer regarding how the participant is progressing. This assumes that the employer knows what the participant needs to succeed and or that the participant is working closely with their DHS worker (employment specialist) and is confiding with DHS. This is also contrary to the rest of the plan which indicates that all things involving employment will stay under the purview of the PIC and its subcontractors.

##### *Movement of participants into construction trades*

One of the critical issues is how SFDHS and the PIC will work with labor unions in

developing jobs for the targeted population. Advocates have recently learned of an agreement being negotiated with the Carpenters. The details are unclear, the relationship of trade union apprenticeship training programs to PIC-funded employment training programs is not mentioned.

#### *Relationship of the PIC to Subcontractors*

Throughout the document, language says that "the PIC and subcontractors will...." It is not at all clear what specific responsibilities PIC staff have vis-a-vis subcontractor staff. As a portion of the \$7+ million involved will go the PIC for administrative expenses, it is crucial that the PIC specify in detail what its administrative duties are.

#### *Capacity Issues*

As the Plan notes, 600 CalWORKS recipients are to be enrolled monthly. We all know that the current job training capacity is inadequate for the challenge. It is not simply a question of adding new slots. Capacity-building is critical. The criteria for deciding which agencies will expand by how much and what new agencies will become subcontractors is not spelled out.

#### *The federal 20% caseload limit*

The Personal Responsibility and Work Opportunities Reconciliation Act of 1996 (PRWORA) limits at 20% the percentage of the state's CalWORKS caseload to job training activities. The Plan says nothing about how the 20% will be chosen. Nor does it suggest creative alternatives for maximizing job training opportunities, such as ensuring where possible that job trainees have part-time employment during their training. Those in employment are not counted in the 20% even if they are also in training.

#### *Goals*

What is the significance of the Goals outlined on p. 13? Are there penalties attached to failure to meet goals? Because of historically low success rates in JTPA programs, it is assumed that 50 and 70% are the maximum attainable. This sends the wrong message to job trainers. For example, the amount of money for post-employment retention is much greater than ever before. San Francisco can certainly set a goal that is higher than the State's. Failure to meet that goal then encourages discussion on why that happened. Success at meeting a 70% goal encourages complacency and failure to consider why 30% did not stay employed after six months.

Furthermore, San Francisco ought to set its own, independent goals, regardless of state requirements. For example, there should be a goal that at least 75% of jobs are "living wage" jobs. Otherwise, the push is to get people whatever employment is out there. There should be a goal that 50% of jobs with large employers include on-site child care. This would encourage PIC staff to begin to insist that private employers begin to make a serious commitment to address

their anti-family policies. A certain percentage of all jobs should include a guarantee by employers of post-employment on-the-job training to ensure promotion so that CalWORKS recipients do not end up in dead-end jobs.

#### *Non-custodial parents*

It is not clear whether all non-custodial parent referrals will come from DHS exclusively.

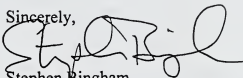
#### **IV. SUGGESTIONS**

Besides providing more clarity in the areas indicated above, the following is a list of suggestions for making the proposed plan more complete:

1. Include an appendix on transportation considerations.
2. Include an appendix on links to disability community.
3. Require sub-contractors to submit materials re: how they diagnosis and accommodate people with disabilities.
4. Include a protocol specifying how DHS, PIC, and subcontractors will convene and consult when additional services are indicated or recommended for a participant. P.10
5. Monitoring for WtW should be broader than under JTPA; since PIC is receiving funds for hardware and software for monitoring, this is the time to expand monitoring to include
  - a) client evaluations of subcontractors;
  - b) longer range tracking of clients to determine how many are cycling on and off of welfare and for how long;
  - c) information on who is failing to complete training and why; and,
  - d) wage levels and benefits provided.
6. Give a time line for when a comprehensive approach to post-employment services will be available
7. Include in that approach a mechanism for participants to convey to the post-employment service provider (PIC subcontractor) what they need to stay employed.
8. As for the existing plan, include the participant in any discussion of possible post-employment services.
9. At a minimum, modify the proposed plan to include mechanisms for participants who complete training, find employment, loose employment and need to try again. How will they

reenter the system? Can they select new training? Will they go back to the original subcontractor?

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen Bingham", written over the printed name.

Stephen Bingham  
Staff Attorney

Rose Molloy  
Attorney

E:\STEVE\PI\WTWPLAN.61

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

PHYSICAL CHEMISTRY

LECTURE NOTES

BY

PROFESSOR

OF

THE UNIVERSITY OF CHICAGO

CHICAGO, ILL.



June 10, 1998

PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

Mr. Stephen Bingham, Esq.  
Ms. Rose Molloy, Esq.  
San Francisco Neighborhood Legal Assistance Foundation  
225 Bush Street, 7th Floor  
San Francisco, CA 94104

Dear Steve and Rose:

This is a response to the written and oral comments you presented to the Planning Committee of the Private Industry Council on June 1st with respect to the May 22nd version of the proposed "Federal-Formula, Welfare-to-Work Plan" for the City and County of San Francisco.

You suggest, in Paragraph I of your comments, that the proposed plan **"does not consider"**:

**"1. Some discussion or reference to the availability of transportation for participants to get to and from work, training, and childcare".**

You are correct; the proposed plan does not contain any "discussion or reference to the availability of transportation". There are two reasons for this.

First, the outline for all Service Delivery Area Federal-Formula, Welfare-to-Work Plans prescribed by the State's Employment Development Department does not require such a discussion or reference. Since this would be San Francisco's initial plan for implementing some very complicated legislation and since that plan could subsequently be modified as experience indicates, we intended not to address issues that the State has not required be addressed in the initial plans.

Second, subsection 403 (a)(5)(C)(i)(VI) of the *Social Security Act* [or, 42 U.S.C. §§ 603 (a)(5)(C)(i)(VI)] and 20 CFR § 645.220 (e) of the "Welfare-to-Work Interim Final Rule" provide that "supportive services", in general, and "transportation assistance", in particular, may be "provided with WtW funds only if they are not otherwise available to the participant".

Since San Francisco's CalWORKS Plan makes provisions for transportation assistance to be available for all recipients, it would have been unnecessarily redundant and expensive, not to mention contrary to explicit federal requirements for WtW Programs, to include similar provisions in San Francisco's WtW Plan.

**"2. Coordination with disability community organizations".**

**"3. How disabilities are recognized by subcontractors and accommodations provided by subcontractors and communicated through the PIC to DHS when necessary.**

You are correct; the proposed plan does not contain any discussion about "coordination with disability community organizations". There are two reasons for that.

First, the outline for the Service Delivery Area Federal-Formula, Welfare-to-Work Plans prescribed by the State's EDD does not require any discussion about coordination with any community organizations, in general, or with those serving the disability community, in particular. For the same reasons presented in response to your first comment, we intended not to address issues that the State has not required be addressed in the initial plans.



Second, while we are in complete agreement with your comments about the critical need to identify and address promptly all disabilities (especially previously undiagnosed learning disabilities) that are possessed by some of those receiving "Temporary Assistance to Needy Families (TANF)" benefits under San Francisco's CalWORKS Program, representatives of the San Francisco Department of Human Services, the PIC, and the City College of San Francisco, among others, are already testing for and diagnosing disabilities through the San Francisco Career Link (One-Stop) Center System and incorporating the results of those diagnoses in the individual plans that are designed to remedy them.

I can assure you that, if more specific plans and procedures are necessary to ensure that all of those with disabilities will not only be "accommodated" but served appropriately and effectively in a coordinated fashion, they will be developed.

#### **"4. Structure of the PIC"**

While your comments in these respects apparently do not relate to any particular part of the plan, they seem to be based on perceptions that are not related to any facts.

While it is true that the "structure" of the Private Industry Council of San Francisco is dominated by executives of private sector employers because of requirements in the federal *Job Training Partnership Act* (i.e., at 29 U.S.C. § 1512):

- your comments assume that the Council would be the only governing body for that proposed plan and for the programs that would be authorized by it;
- they ignore the specific requirements of that same legislation [i.e., at 29 U.S.C. § 1513 (c)] which specifically provide that the only governing body authorized for such plans and programs is a "public-private partnership that has been established by that private industry council and the chief local elected official (in San Francisco, the Mayor) who appoints its members"; and
- they ignore the requirements of the federal legislation authorizing the Welfare-to-Work Programs [i.e., at 42 U.S.C. §§ 603 (a)(5)(A)(vii)(I)] which specify that those same "public-private partnerships" are the presumptive governing bodies for those programs and they specifically cite the same provisions of the *Job Training Partnership Act*.

Members of the Private Industry Council have previously been recipients of AFDC and participants in PIC training programs, they do "represent community based organizations which are not job trainers", and all of them are "advocates of CalWORKS Recipients".

Since the Private Industry Council of San Francisco, a "public benefit non-profit organization", is defined as a "public agency" by section 67.3 (c)(2) of the San Francisco Administrative Code (among others), by section 54951.7 of the California Government Code (among others), and, since the "public-private partnership" it created with the Mayor of San Francisco has been specifically authorized as the governance "structure", what is so "unusual"?

SFNLA is a non-profit organization that receives and administers public funds. Are members of its governing board appointed by elected officials? Does that board share any of its authorities or responsibilities with elected officials under any kind of a formal partnership? Has SFNLA ever been designated a "public agency"?

Your allegations that "there has never been a requirement that clients evaluate the job training program" and "there have never been articulated criteria for subcontractors to ensure that those with employment barriers and/or disabilities are given the help they need" are untrue.

Your written comments, in Paragraph II, suggest that the proposed plan "does not provide sufficient information" for the following:

- **"Post Employment Services":**

You are correct. There is no firm commitment made in the plan as to precisely when general fund monies, WtW matching monies, Federal-Formula WtW monies, or all three sets of monies will be used to finance "post employment services" because:

- such a commitment is not required by the State's EDD in each SDA's WtW Plan; and
- the dates implied by the following, each of which would precede the date upon which any of those monies could be used for the purpose indicated, are still unknown:
  - representatives of the federal and state governments are reportedly still negotiating the specific requirements that, through the State's approved Formula WtW Plan, would apply to any employment that is subsidized by Federal-Formula WtW and, perhaps, WtW matching monies;
  - the magnitude of need among all CalWORKS Recipients who have been placed in either subsidized or unsubsidized employment for such services and for whom individual assessments have been completed should not be presumed until their Individual Responsibility (or Employment) Plans have been completed; and
  - those services can be provided where needed under the proposed plan or, if it needs to be modified to authorize those services differently, that will be proposed at a later date.

Perhaps the last sentence in your comments about how the need for post employment services will be determined does indicate some clarification is needed. The intent was and is that the determination of a need for those services will be based on information provided by an authorized representative of the employer, an authorized representative of the labor union (if applicable), by the CalWORKS Recipient herself or himself, and incorporated into a completed Individual Responsibility (or Employment) Plan, as long as that is consistent with existing collective bargaining and other employment agreements.

We will attempt to clarify that in the final version of the Plan.

- **"Movement of Participants into Construction Trades":**

Again, you are correct in that there are no specific details provided in the plan concerning how CalWORKS Recipients will be moved into apprenticeships for the construction trades and that is because:

- there was no requirement for such detail in the State EDD's required outline for the SDA's WtW Plans; and

- those details are provided in the proposed "WtW Competitive" project grant which the Council and the Mayor approved in March and which, on May 27th, it was announced had been selected for a thirty-month grant.

If you want to review that proposal, please let us know.

- **"Relationship of the PIC to its Subcontractors":**

The administrative duties and responsibilities of the SFDHS, the PIC, and its subcontractors are still being negotiated. Some of the issues that still must be resolved are described in the proposed plan, in the June 1st letter from Mr. Lightbourne (which, for the June 23rd meeting of the Council's Board of Directors, is being included in the proposed plan as an attachment), by public testimony that was offered at the June 1st meeting of the Council's Planning Committee, and by the discussions that took place at that meeting.

Specifications of all of those administrative duties and responsibilities are, we agree, crucial; they are also complicated. We are moving as fast as we can to resolve all of those issues and, once resolved, to report on them.

If the Council or the Mayor decide to withhold their approvals of the plan until some or all of those issues are resolved, that will delay submission of the proposed plan to the State, for its "certification", and that will delay its implementation.

If that results in a failure to obligate all of the FFY'98 WtW funds that are allocated for San Francisco by September 30th of this year, the "Interim Final WtW Regulations" [at 20 CFR § 645.320 (d)] require the Labor Department to recapture all unobligated monies and reallocate them to states other than California that have obligated all of their FFY'98 WtW monies.

- **"Capacity Issues":**

We agree that "capacity building" for actual and prospective WtW subcontractors of the PIC is a critical issue.

Unfortunately, all of the costs of "capacity building" are required to be classified under the "administrative category" for WtW Programs and the amount of those costs are federally limited to no more than 15% of all expenditures. The proposed State WtW Plan would reduce that limit to 13% of all expenditures. Therefore, if one can cover all of the costs of administering this increasingly complex program and still finance "capacity building" with 13% or less of the total amount of WtW monies allocated to San Francisco, that would be allowable; if we can accomplish just the former within that limit, we would be fortunate.

While representatives of California's private industry councils did suggest that most, if not all, of the Governor's Discretionary WtW monies (about \$23 million) should be set aside for capacity building, that suggestion was not adopted for unexplained reasons.

As a consequence, the current plan is to use some of the WtW Matching Funds (to the extent permitted by the federal law and State policy) and of the San Francisco General Funds in the contract between the SFDHS and the PIC (in Attachment No. 6 to the proposed plan) for the purpose of capacity building.

- **“The federal 20% Caseload Limit”:**

While our interpretation of the provision of the *Social Security Act* [at 42 U.S.C. §§ 607 (c)(2)(D)] that is implied in your comment appears to differ from yours, its relevance to the proposed San Francisco's WtW Plan is not all that clear. That provision only seems to limit the percentage of recipients in “vocational training” who may be counted as “engaged in work activities” for purposes of determining compliance with that minimum requirement, it does not seem to limit the total number of CalWORKS Recipients who may be involved in “vocational training” as your comment implied. It appears this comment should be redirected to the SFDHS, which will be monitoring compliance with that requirement.

However that issue is resolved, the PIC does intend to “maximize job training opportunities” by ensuring, to the extent possible, that participants obtain appropriate subsidized or unsubsidized “employment during their training”, as a vehicle for their training, or both.

A major obstacle to being very specific about those plans at this time is that they will depend on the State WtW Plan that is eventually approved by the Secretaries of Health and Human Services and of Labor. As we understand it, the primary dispute impeding that approval (that proposed plan was submitted in March of this year) is whether the federal *Fair Labor Standards Act*, and all of the other federal and state employment and labor laws that accompany it, will apply to the State's WtW Plan and, by extension, to San Francisco's WtW Plan.

- **“Goals”:**

If the State's fails to qualify for a “WtW Bonus Award” in the year 2000 because of poor performance, then that appears to be the only “penalty” for failing to meet the goals specified. Your comment suggests that all three of the goals proposed for the San Francisco's WtW Plan would just equal those proposed in the State's WtW Plan; it does not acknowledge that one of them is proposed to exceed the goal proposed in the State's WtW Plan. None of the goals in San Francisco's WtW Plan is intended to be the “maximum attainable”.

While the bases for each of the goals that is being proposed for the San Francisco WtW Plan are related (as noted) to actual performance in previous San Francisco JTPA Programs, in each of the three cases cited the prior JTPA performance met and exceeded the Secretary's JTPA Standard for that or the related performance described. What are the bases for your assertion of “historically low success rates in JTPA programs”?

Depending on whether the requirements of the *Fair Labor Standards Act* apply to the State's (and San Francisco's) WtW Plans, your suggestion about establishing a goal for a “living wage” for those who enter unsubsidized employment could have merit. It would certainly have more merit than the State-specified goal for an “increase in the average wage at six months” after being placed in an unsubsidized job and it would be directly supported by similar “acceptable wage” goals that have been adopted and incorporated into almost every San Francisco JTPA Job Training Plan for the last fifteen years.

Please suggest how you would frame your “living wage” goal.

- What criteria and specific source of data would you suggest be used to determine which jobs are “less than a living wage”?

- Would you simply prohibit the financing of any training for jobs which are determined beforehand to be "less than a living wage" even if the CalWORKS Recipient insists on specifying it in his or her Individual Responsibility (or Employment) Plan (e.g., because of personal reasons, because such a job would be less stressful, etc.)?
- Would you incorporate fringe benefits (e.g., health insurance, etc.) into your criteria and how would you suggest that be done?
- **"Non-custodial Parents":**

While the SFDHS would probably not be the sole source for referrals of all non-custodial parents to the WtW Programs, it would be the sole source for determining their eligibilities to participate in the WtW Program because those eligibilities are required to be based on those of the custodial parents who are receiving CalWORKS benefits.

Because San Francisco is one of about seven "Non-Custodial Parent Demonstration Programs" in the State, representatives of the PIC, of the SFDHS, and of other organizations (among which would probably be the Child Support Enforcement Unit of the District Attorney's Office) will be developing specific referral and enrollment procedures.

### III. Responses to your concluding written "Suggestions" are:

1. Please refer to the preceding response on the "availability of transportation".
2. Please refer to the preceding responses on "disability community organizations" and "accommodations".
3. Please refer to the preceding responses on "disability community organizations" and "accommodations".
4. While such a protocol will be developed, it is doubtful that it will be ready before the proposed plan must be submitted to the State.
5. Almost all of the "monitoring information" that you suggest be collected from WtW Programs is already being collected, analyzed, and evaluated with respect to JTPA Programs.

The primary issue right now, at the federal, all state, and all local levels, is simply retaining some of the JTPA Programs' data collection and reporting capabilities for WtW Programs. Ironically, it appears that the basic data systems and networks that have been developed by the U.S. Department of Health and Human Services and by the U.S. Department of Labor are, for all intents and purposes, unable to communicate with each other. The "information super highways" seem to run parallel to one another ---- until eternity!

While the proposed plan would reserve an undesignated portion of the WtW funds for possible use in purchasing new computer hardware, new computer software, or both, that is a possibility which representatives of both the PIC and the SFDHS want to avoid.

The major issues in this respect that need to be resolved in the following order are:

- What are the minimum federal requirements for WtW data?



- Based on the minimum federal requirements, what are the minimum State requirements for WtW data?
- Based on the minimum federal and State requirements, what are the minimum San Francisco requirements for WtW data?
- Based on the minimum San Francisco requirements for WtW data:
  - Which data are already collected and stored in computer databases of the PIC or the SFDHS?
  - Which data can be retrieved from each of those databases?
  - Which data can be electronically exchanged? The only alternative to electronic data exchanges seems to be repeated collections of the same raw data from CalWORKS Recipients through interviews with PIC, PIC Subcontractor, and SFDHS Representatives.
- Because the eventual federal and state data requirements will control the kinds of post-program data which will be available and the kinds of program data which must be collected and because, as far as we can determine, no one in the country has succeeded in merging their social services and job training databases (even county welfare departments that administer JTPA Programs directly maintain at least two entirely separate databases), the only alternative seems to be to require each CalWORKS Recipient to submit himself or herself to repeated interviews during which the same raw data are collected repeatedly.

Since that would be an abuse of the CalWORKS Recipient's time (and patience!), since manual entry and maintenance of those same data in at least two different computer databases would be a wasteful use of scarce "WtW administrative funds" [the exemption in 20 CFR § 645.235 (c)(3) of the "WtW Interim Final Regulations" only applies to the purchase of computer hardware and software, not to the administrative costs for personnel to either maintain them or to compensate for two incompatible parallel systems], and because, as far as can be determined, neither federal nor state governments have been able to even suggest (much less provide) any "bridges" that would connect the parallel information super highways of social services and job training data, we are open to reasonable temporary suggestions.

6. For reasons described earlier, it is not yet possible to provide a "timeline for ... a comprehensive (plan for) post-employment services".
7. Please refer to the immediately preceding response.
8. WtW participants will be "included in any discussion of possible post-employment services".
9. While local policy (as exemplified in the May 1997 report of the Mayor's Welfare Reform Task Force) is to permit former CalWORKS Recipients who subsequently lose employment to re-enter the system for additional training and services, re-entry into this particular component of it would depend upon whether the individual still met the federal WtW eligibility criteria or the eligibility criteria of other components and what the financial status of each is. The hypothetical presented does not provide sufficient information in any of those respects.

IV. In supplementary oral comments, you also noted that:

1. "While efforts were made to consider personnel of community based organizations as candidates for the Employment Specialist positions that were created at the SFDHS as a result of welfare reform, none were hired".

Representatives of the PIC cannot offer any response to this comment.

2. "CalWORKS Recipients ought to be allowed to evaluate PIC Subcontractors".

Please refer to our preceding response to your fifth suggestion under Paragraph III of this letter.

While there has been an informal process for participants in all programs to evaluate PIC Subcontractors, we suspect you are suggesting a more comprehensive, systematic, and continuous evaluation effort be undertaken.

Between 1973 and 1983, mail-out-mail-back questionnaires, containing twenty questions, were provided to all terminees from San Francisco's CETA Programs. While the cumulative number of terminees who responded to that questionnaire was fairly impressive (i.e., 5,021 out of 34,341 potential respondents, for a response rate of 15%), there were never sufficient funds either:

- to conduct a full evaluation of all responses (summaries of the responses to only the most significant questions were periodically tabulated and reported); or
- to continue collecting additional responses (all of the costs for those questionnaires, including mailing charges) had to be charged to the increasingly limited "administrative cost category" of JTPA and, if it had been authorized by then, the WtW.

Today, any private industry council may contract with the Survey Research Center at U.C. Berkeley to expand its standardized followup surveys of random samples of all terminees either by increasing the scope of those surveys to include all terminees (which would provide data on individual PIC Subcontractors), to collect responses from either a sample or all of the terminees evaluating the sufficiency of services received from individual subcontractors, or both.

The PIC has only been able to afford a contract for standardized followup surveys of all terminees; the costs of the second option would be prohibitive.

3. "There are no provisions in the proposed plan to ensure that confidentiality of personal information on CalWORKS Recipients will be maintained".

Both the SFDHS and the PIC are subject to extensive privacy requirements under both State and Federal Laws and both have every intention of ensuring complete compliance with all of them.

However, since the details of those procedures are not required in the EDD's outline of the SDA WtW Plans and since all of those details have not yet been formalized, they are not included in the proposed plan.



4. While you seem to object either to:

- the first numbered provision of the "San Francisco Partnership Agreement" (i.e., Attachment No.3 to the proposed plan); or
- the application of that provision to the Partnership's contemplated roles in the proposed plan;

other than the response offered earlier in this letter to your comments entitled "PIC Structure", we cannot offer any additional response without some clarification of your objections.

Thank you for the comments and suggestions. We have, hopefully, responded fully to all of your suggestions. Please let us know if you have any questions about any of them.

Sincerely,



Steve Arcelona  
President



Raymond Holland  
Vice President  
Planning and Legal Affairs

cc: All Members of the Council  
Mayor's Staff  
All Members, Planning Committee  
All PIC Subcontractors  
PIC Staff  
Will Lightbourne and SFDHS Staff  
Scott Winkler, EDD/JTPD



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*San Francisco Neighborhood Legal Assistance Foundation*  
225 Bush Street, 7th Floor  
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**Proposed Federal-Formula, Welfare to Work Plan  
for the City and County of San Francisco  
PIC Board of Director's Meeting  
PG&E Energy Center  
June 23, 1998  
Comments of Stephen Bingham and Rose Molloy**

As a member of the PIC Board of Directors, each of you has received a copy of a June 10, 1998 letter from Steve Arcelona and Ray Holland, responding to our written and oral comments of June 1, 1998 regarding San Francisco's "Federal Formula Welfare-to-Work Plan," to be voted on by today. After reviewing this letter, we now understand more clearly that the PIC administrative staff only wants to include in its submission to the State those elements which are required to be included by the State.

Our "error" in thinking the PIC might consider other items was based on the fact that the PIC has never proposed any local planning process to adopt local standards for San Francisco. In our view, it is wholly insufficient to have no other guide than a bare-bones submission responding narrowly only to federal-state requirements. If we are ever to improve on a system which costs \$25-30,000 for each person who obtains a job which lasts as little as 90 days, we must begin to create a process which is more inclusive of community input and which specifically addresses critical issues not covered in the state submission.

The example of the working relationship which has been developed with the Department of Human Services is instructive. Similarly to the PIC process, the Department of Human Services was required under State law to submit a CalWORKS plan to the State in January. DHS adopted a similar strategy: include only what is required. After that document had been submitted, however, DHS created an inclusive process which worked for many months developing a 40-page "Operational Plan." The Operations Plan was developed through input from clients, community based organizations, private sector employers, representatives of labor, health and education and DHS staff. DHS management staff have often publicly proclaimed the benefits of that process.

We are proposing, therefore, that the PIC engage in a similar process; meeting with those who will enroll in job training programs and their advocates, as well as PIC subcontractors, to

develop a San Francisco Operational Plan for the use of all of the WtW monies, whatever their source.<sup>1</sup>

Such a process will permit our concerns to be addressed in a comprehensive manner and will help to pinpoint any gaps in service delivery and facilitate remedies, possibility even before problems arise. While there are already regularly scheduled meetings with PIC subcontractors (the CalWORKS Provider Network and the Committee of Contracting Agencies), a fully inclusive process must involve CalWORKS and PAES recipients and advocates who have worked for years with these populations.

Our initial letter of June 1 listed some of our major concerns, which we now propose to be included in a local PIC Operational Plan, since they will not be addressed in the state submission. Below we respond to some of the PIC staff comments in their June 10 letter, aside from the oft-repeated one that staff did not want to include in the state submission anything not absolutely required.

#### **A. Transportation.**

The June 10 letter stated that "San Francisco's CalWORKS Plan makes provisions for transportation assistance to be available for all recipients," obviating the need to include any provisions in the WtW Plan, since federal law permits such use of WtW funds only if not otherwise available. Unfortunately, it is not yet at all certain whether all CalWORKS recipients will receive fast passes, what if any inter-county transportation costs will be covered and whether any costs of transportation of children to and from day care or school will be covered. WtW funds are the perfect fill-in for unbudgeted county funds for any transportation costs necessary to enable people to work and participate in job training. We hope this issue will be thoroughly addressed in the proposed Operational Plan.

#### **B. Participants with Disabilities**

The June 10 letter states that there are mechanisms in place at DHS, One-Stop, CCSF and the PIC to *diagnose* disabilities and incorporate them into a participant's plan. However, the letter ignores the central problem raised in our June 1 presentation, namely how subcontractors *accommodate* those with disabilities. Since, with the exception of some of the providers (e.g. Toolworks, Goodwill), the populations served with JTPA funds did not require accommodated services, it is important that a local Operational Plan spell out in detail the mechanism for ensuring that providers accommodate appropriately.

The Welfare-to-Work population is markedly different from the JTPA population in that Welfare-to-Work participants, by explicit statutory design, present more significant barriers to

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<sup>1</sup> There are separate funding streams for the Noncustodial Parents Project and the new County Personal Assistance for Employment Services (PAES) program, among others.

employment than the JTPA population.<sup>2</sup> Furthermore, even though 20% of the welfare population will be exempted from work based on disability, domestic violence, etc., the welfare rolls will shrink as people move into work. Therefore, in the total welfare population of 1000 adults, 200 will be exempted as disabled. When people get jobs and the whole shrinks to 500 people, only 100 will be exempted. The 400 people who must be served as employable will likely have greater employment barriers than the 500 who left the rolls, usually because of getting employment.

The June 10 letter notes that "if more specific plans and procedures are necessary to ensure that all of those with disabilities will not only be 'accommodated' but served appropriately and effectively in a coordinated fashion, they will be developed." Our view is that there is no way to ensure all get served appropriately without specific plans and procedures.

### C. PIC Structure

The June 10 letter misunderstood the thrust of our June 1 argument,<sup>3</sup> namely that there be an opening up of the governing structure for the use of all funds not explicitly required by federal law to be administered by the PIC, e.g. the money transferred to the PIC from DHS and FSET monies which will finance job training for single adults. Furthermore, we suggest that the PIC develop an Oversight Committee to review implementation of the Operational Plan (DHS now has such a Committee). The committee would review all staff recommendations before they are presented to the PIC Board for approval. Such a body would consist of participants, service providers under contract with the PIC, other organizations not under contract with the PIC, including representatives from education, health, and labor and welfare advocacy groups. DHS and PIC personnel would staff the Committee and ensure that its agenda addressed issues in a timely manner.

### D. Post Employment Services

We understand that not all of the definitions and requirements of post-employment services have yet been determined by State and federal governments. That said, I hope that we would agree that such services have been woefully inadequate in the past. Little tracking of those who become employed has been done, let alone actually providing needed post-employment services. Consequently, we remain mired in a work first philosophy with little factual foundation which assumes that someone who gets "a job, any job" will miraculously escape poverty. Project Match in Chicago takes this to the highest level, suggesting that it is perfectly normal to lose your job many times. If that is the case, why have post-employment services at all?

Post-employment services present a unique opportunity for Welfare-to-Work participants and

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<sup>2</sup> In fact, the federal criteria require that funds be explicitly spent on those populations with the greatest barriers, precisely the people who could not historically access JTPA training programs.

<sup>3</sup> An analogy of the PIC and SFNLAF structures is attempted. SFNLAF by law has clients on its board of directors who assist in setting the priorities for our organization. We also regularly send out questionnaires to clients and CBO's to inquire as to what priorities we should set for ourselves.

are critical to their success in transitioning to work. Preliminary data from pilot welfare-to-work programs indicate that post-employment services are the key to many participants' success. But, these early programs also indicate that participants typically do not request post-employment services and often refuse them when offered.<sup>4</sup>

Because post employment services have not previously been financed with JTPA dollars, many community based organizations are not accustomed to providing these services and are only now developing an expertise. Consequently, we suggest that some broad principles and strategies for post-employment services be articulated through a dialog between the PIC, service providers and participants and incorporated in the Operational Plan.

#### **E. Relationship of PIC to its Subcontractors**

The June 10 letter points out that "[t]he administrative duties and responsibilities of the SFDHS, the PIC and its subcontractors are still being negotiated... [and] are complicated." We would hope that these discussions would be broadened to include the parties suggested for the Oversight Committee and the results of those discussions incorporated in the proposed Operational Plan. Assurances from the PIC, although honest and sincere, are simply not a substitute for articulated policy. Sound planning dictates that the administrative duties of the various parties be formally established.

#### **F. Capacity Issues**

We all agree that this issue is critical for the success of the Welfare-to-Work. The June 10 response implies that there is really is very little if any federal or state money for capacity building and that therefore County General Fund and the Matching Funds provided to the PIC via the DHS/PIC contract (Attachment 6 to the proposed plan) will have to be used. The only problem with this of course is that the 1998-99 budget is insufficient for this purpose. We would like to know exactly how much money was budgeted for the coming year. Given the inability of many subcontractors to absorb the huge increase in persons to be served, a pressing issue must be to seek additional local money. Otherwise, SF Community College will end up absorbing most of the additional job trainees, depriving them of the myriad of choices they should have with CBO's. This whole issue must be clarified quickly in the proposed Operational Plan.

#### **G. Goals**

This is again an area which can be debated as the PIC develops an Operational Plan. Msrs. Arcelona and Holland express some interest in the living wage concept. At a future time, we can share our abundant materials. Suffice it to say here that the issue is not prohibiting training for jobs at less than a living wage but rather ensuring that the participant's employment plan and the training

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<sup>4</sup> Welfare and Employment Services in Alameda County: Recommendations for CalWORKS Policy and Implementation. Prepared for the East Bay Community Law Center by Naomi Meyer, Goldman School of Public Policy UC Berkeley May, 1998.



s/he receives are part of a long-range strategy for moving that person out of poverty. The fact that the only Community College courses approved automatically as "leading to employment" are non-degree programs, with consequently a significantly lower earnings potential, is but one indicator of problems in how we plan to move people into living wage jobs.

## H. Tracking of Participants

The June 10 letter discusses monitoring and tracking issues in point 5 of your response to our "suggestions" as well as in your responses to our oral comments to the Board on June 1. It is suggested that, because of federal tracking interface issues, one solution would be purchasing locally computer hardware and software to do it, something DHS and PIC staff "want to avoid." This is unfortunate and is a decision which certainly should not be made until all affected communities have had an opportunity to discuss it.

The adequate tracking of participants both before and after obtaining employment is one of the most critical issues facing the WtW process. As stated earlier, one of the reasons we know so little about what works is that we fail to examine the long-term consequences of what we do. There is a significant possibility of getting substantial private money to assist in this endeavor. If San Francisco does not take the lead, who will?

Regarding the problem about parallel information super highways: our understanding is that EDD and the Meds data base (those on Medi-Cal) can now interface adequately and that UC Data is already organizing a longitudinal study of welfare-to-work trends.

With inadequate tracking, there is no accountability. Our fear is that a participant will be penalized, i.e., cut off of welfare, without having been given the opportunity to succeed. For example, childcare is a significant barrier for many Welfare-to-Work participants. While it is not the stated responsibility of the PIC or its subcontractors, it greatly effects the success of those entities in training participants. Other barriers include mental health, substance abuse, domestic violence and transportation. Although the Department of Human Services is the designated agency responsible for assisting participants to overcome these barriers, any failure to provide services could lead to a negative termination from a job training program. Therefore, tracking the specific causes of such terminations will help DHS, the PIC and its subcontractors in improving the quality of their services to those with barriers to employment.

We understand that the state will probably only require the same level of tracking required by JTPA, or perhaps up to 12 months. However, given the inadequacy of such tracing in the past (especially the 90-day post-employment tracking limit), we feel that San Francisco must go beyond the minimum reporting requirements. Such data will allow San Francisco to evaluate training programs better and quantify gaps in post-employment services. If done longitudinally for a lengthy period of time (3-5 years), it would permit us to finally get a handle on what it takes to move people out of poverty.

The June 10 letter states:

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It concludes by saying that the costs of such surveying would be "prohibitive." This is exactly the type of decision which should not be made by staff. How much would it cost? The City has a \$100 million surplus. Did the PIC or CHS consider a budget line item for this expense? Is it more costly to pay \$25-30,000 for each person who gets employed for 90 days than to thoroughly monitor what we are doing so that, over time, that capitalized cost can be significantly reduced?

In our remarks to the Board on June 1, we alluded to concerns with Attachment No. 3, the "San Francisco Partnership Agreement." That 1994 document refers to the original JTPA legislation and has nothing whatsoever to do with the sea change which has taken place in federal law, first with the PRWORA of 1996 and later the Budget Reconciliation Welfare-to-Work Block grant legislation of last year.. The implication one gets from the attachments included is that the Board of Supervisors will have no active role in supervising how the WtW programs evolve. We hope this is not the case.

As always, we hope we will be able to work productively with the PIC Board and Staff. We particularly look forward to developing an Operational Plan which addresses the many concerns we have raised which will not be dealt with in the State submission.

Sincerely,

Stephen Bingham, Staff Attorney

Rose Molloy, Attorney

cc. Steve Arcelona, PIC President

Ray Holland, PIC Vice President

Will Lightbourne

### Mavor's Staff

### All PIC Subcontractors

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PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

June 26, 1998

Mr. Stephen Bingham, Esq.  
Ms. Rose Molloy, Esq.  
San Francisco Neighborhood Legal  
Assistance Foundation  
225 Bush Street, 7th Floor  
San Francisco, CA 94104

Dear Steve and Rose:

This letter is intended to respond to the written and oral comments you offered to the Board of Directors of the Private Industry Council of San Francisco at its June 23rd meeting.

The principal thrust of your comments seem to concern what may be getting lost between the "obligatory written plan" that was and is being considered for approval by the Board and the Mayor for submission to the State and the standard operating policies and procedures of the San Francisco Department of Human Services, the PIC and its subcontractors which, through a process including participants in job training programs and their advocates, should lead to an "operational plan" which is similar to that which was developed through a similar process with representatives of the SFDHS for its CalWORKS Program.

As you know, in addition to approving a modified version of the proposed Federal-Formula, Welfare-to-Work Plan, the Board also adopted a motion instructing us, its staff, to develop and recommend such a process and the proposed product or products of such a process. We intend begin developing those recommendations soon and we will be asking you and others for advice.

You also list ten specific issues, most of which would be addressed through such a process. While not debating the merit of any of them, there is some additional information with regard to some of those issues that would be useful to establish before they are discussed:

1. With respect to "transportation" issues, it is our understanding that the new federal omnibus transportation legislation (known as "ISTEA") contains an appropriation of \$150 million that was set aside specifically for the "Temporary Assistance for Needy Families" (TANF) Program (i.e., the CalWORKS Program), the "Welfare-to-Work" (WtW) Program, or both and that an initial meeting on those monies which will be allocated to the Bay Area has already taken place. Unfortunately, it does not appear that representatives of either the PIC or the SFDHS were invited to that meeting. Nevertheless, we are confident that both will be brought into those discussions eventually.
2. With respect to "disability" issues, the assertions that "populations served with JTPA funds (do) not require accommodated services" and that there are no requirements in the JTPA statute for "significant barriers to employment" to be addressed are both inaccurate. Therefore, the issue of "plans and procedures ... that ensure that all of those with disabilities ... (are) accommodated ... appropriately" may be related more to scale than to substance.
3. Your description of the composition and the role of an "oversight committee" for the Council describes the current compositions and roles of all of the Council's committees.
4. Any dialogue about "principles and strategies for post-employment services" that does not include representatives of employers and organized labor will almost certainly be futile.

5. The comments about "tracking of participants" does not seem to acknowledge some of the significant environmental differences between the collection and maintenance of data on persons before and during their participation in job training programs and the collection and maintenance of data on them after they have completed job training programs.

While data systems for the former group can be developed, relatively well managed, and efficiently financed locally, the management and financing of data systems for the latter group is much more problematic, especially if some of the financing is derived from either state or federal governments.

Since both the state and federal governments already invest copious amounts of monies in the development and maintenance of interstate labor force data systems, there is a natural tendency on for them and their representatives to impede or even prohibit the expenditures of additional funds, especially if they are state or federal funds, on the development or maintenance of locally developed and managed data systems for those purposes. The point is, if one wants to develop and finance the kind of comprehensive tracking system you seem to want, authorized representatives of state and federal governments must be included in that dialogue.

For the Survey Research Center at U.C. Berkeley to locate, contact, and question former JTPA participants in accordance with the strict procedures required by the U.S. Department of Labor, the cost is \$30.43 per former terminnee. Currently, the State's Employment Development Department assumes financial responsibility for the SRC's costs of surveying the minimum samples of former terminnees that are required by the Labor Department's procedures and, as instructed by the Private Industry Council after a series of public hearings that were held by its Evaluation Committee several years ago, the PIC abandoned the comprehensive survey it had been conducting for over ten years (because of some of the problems noted in our June 10th letter to you) and assumed financial responsibility for the costs of the SRC's survey of all former terminnees who would not be included in the required samples.

In addition, the SRC offers, at prices beginning at \$6.09 per former terminnee, to collect response data with respect to two different sets of additional standardized questions that can be posed to the same random samples of former terminnees that are required in the Labor Department's procedures, to stratified samples of former terminnees (e.g., just those who were placed in unsubsidized employment), or to all former terminnees. Any questions in addition to those in the two standardized sets would obviously cost more. Let us know if more details are needed.

Recently, the Labor Department authorized states to begin using the Federal Unemployment Tax Act ("FUTA" or unemployment insurance) wage databases they maintain collaboratively to collect three-month followup data on former terminnees from JTPA Title III (Dislocated Worker) Programs [but, curiously, not on former terminnees from JTPA Title II (Economically Disadvantaged) Programs] and, we have been led to believe, it is now proposing to provide that same authority to states for collecting six-month retention data on former participants in WtW who were placed in unsubsidized employment.

Because there are significant gaps in the unemployment insurance wage databases of some states (e.g., California's), we have also been led to believe that the Social Security Administration may provide authority to states to use the Federal Insurance Contributions Act ("FICA" or social security and Medicare) wage database as a "backup".

While these initiatives to use interstate wage databases may be substantially less costly overall, they also raise the following potential issues (which, for all we know, may have already been addressed and resolved):

- there are still unacknowledged gaps in both wage databases combined which may be particularly significant for San Francisco's labor market;
- such massive federal and state data correlation efforts tend to have a "chilling effect" and to preempt more-narrowly designed, local efforts that are perceived as being parallel (because the federal-state correlation effort is generally perceived to be both more authoritative and more comprehensive, because reasons of economies will demean what is perceived to be duplicative, because of the confidentiality of both employer and employee data, etc.);
- the basic data products from those federal and state efforts will be limited to "quantified data" because there would no longer be any direct contact with former participants to gather "qualitative" data; and,
- because both sets of wage databases are dependent on employer reporting, the availability of data products from both kinds of databases will generally be delayed by three or more months (e.g., initial "six-month retention data" does not generally become available until after at least nine months have transpired, etc.).

What is the "significant possibility of getting substantial private money to assist in (such an) endeavor"?

6. Because the federal *Job Training Partnership Act of 1982* is "permanent legislation" which stays in effect until it is either amended or repealed, the "San Francisco Partnership Agreement" is based on those provisions of it that have not been amended since it was enacted. The "sea change in federal law" which you describe has not ignored the JTPA; instead, it has embraced and specifically incorporated it. The *Balanced Budget Act of 1997* (which authorizes "Welfare-to-Work Programs") explicitly incorporates and cites provisions of the JTPA and, in the "Interim Final WtW Regulations", the Labor Department has incorporated and specifically cited JTPA regulations, policies, and procedures as being in effect.

We, too, look forward to a productive working relationship with you.

Sincerely,



Steve Arcelona  
President



Raymond Holland  
Vice President, Planning and Legal Affairs

cc: All Members of the Council  
Will Lightbourne, SFDHS  
PIC Staff  
WtW Plan



JUN-26-1998 16:51

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DEPT OF HUMAN SVCS

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City and County of San Francisco

Department of Human Services



RECEIVED JUN 26 1998

FAX TRANSMITTAL SHEET

TO: Steve + Rae

FROM: Aminda

DATE: 6/26

TIME: \_\_\_\_\_

SUBJECT: \_\_\_\_\_  
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NO. OF PAGES: 5  
(Including this transmittal sheet)

COMMENTS: \_\_\_\_\_  
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DHS FAX NUMBER: (415) 431-9270

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Sender: \_\_\_\_\_

Date: \_\_\_\_\_



## City and County of San Francisco

## Department of Human Services



June 26, 1998

TO: Steve Arcelona  
Will Lightbourne  
Ray Holland

FR: Amanda Feinstein *[Signature]*  
RE: Final WtW Formula Grant Plan

The revised plan looks good with the exception of the following:

I don't understand why in Section III.A. 2., the statement is made that the PIC "does not initially plan to provide any of the following services initially." This is in reference to:

- "Job Creation through Public and Private Wage Subsidies" -- which a number of CBO's submitted proposals to do, some of which "passed" the review process.
- "Contracts or Vouchers for Placement or Post Placement Employment Services" -- which describes the services the PIC has already entered in to contracts for with the first six programs. Granted these are using General Fund dollars at first, but the idea is to structure the contracts (even if we have to change mid course) so that DOL funds can pay for these services eventually. Right?
- "Job Retention and Support Services" -- same story here.
- and "Funding for Individual Development Accounts" -- no problem with saying we will not do this initially.

Second issue: The planning guidance asked us to come up with *local definitions* of these services. I recommend that we used the definitions we had previously agreed on for the CalWORKs RFQ, with slight modifications. These are attached.



WWW Local Plan	<input checked="" type="checkbox"/> Initial Plan	<input type="checkbox"/> Modification
Service Delivery Area	City and County of San Francisco	Date: June 23, 1998

### III. Allowable Activities (continued)

#### A. Planned Services (continued)

##### 2. as defined Locally

While the PIC, Inc. does not plan to provide any of the following services initially, it does plan to provide some or all of them eventually:

##### a. "Job Creation through Public and Private Wage Subsidies":

New jobs would be created through partial or complete subsidies of wages and fringe benefits that are normally paid by that specific employer in each case for the same or similar jobs, provided that:

- all employment and labor standards of applicable federal, state, and local laws are met;
- the requirements of 20 CFR § 645.255, § 645.260, § 645.265, and § 645.270 of the Interim Final WWW Rule are met; and,
- where applicable, those subsidies have, prior to their implementation, been approved in writing by all parties to any existing collective bargaining agreements.

##### b. "Contracts or Vouchers for Placement or Post-Employment Services":

Contracts or vouchers for "Stand Alone Job Placement Services" (or for "Independent Job Placement Services") will meet the deferred payment requirements of section 403 (a)(5)(C)(i) of the SSA and of 20 CFR § 645.230 (a)(3) of its Interim Final Rule.

Contracts or vouchers for "Dependent Job Placement Services" that are incident to and integrated into the same contract or voucher for one or more of the other WWW services that have been selected in this Plan will meet the requirements of section VI.A.1. of this Plan but will not comply with the requirements of either section 403 (a)(5)(C)(i) of the SSA or 20 CFR § 645.230 (a)(3) of its Interim Final Rule.

Contracts or vouchers for "Post Employment Services" will, in general, meet the subsequent definition of "Job Retention and Support Services" and may be implemented in combination with "Work Experience", "Community Services", "On-the-Job Training", "Job Readiness", "Job Creation through Public and Private Wage Subsidies", and "Independent Job Placement Services".

##### c. "Job Retention and Support Services"

While the employer and the employee will generally be the only parties who determine if an unsubsidized job is going to be retained and while the relationship between those two parties (regardless of whether the employment relationship is "at-will", subject to an imputed contract, or subject to an actual

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WiW Local Plan

☒ Initial Plan☐ Modification

Service Delivery Area

City and County of San Francisco

Date: June 23, 1998

contract such as a collective bargaining agreement) will be respected in this WiW Plan, the current or former WiW Participant who has become an unsubsidized employee will frequently need additional supportive services (including, but not limited to childcare services, dental services, medical services, tools, transportation services, uniforms, etc.) for which there is budget authority in San Francisco's CalWORKs Plan.

As described in section III.B.3. of this Plan, authorized representatives of the PIC, Inc. or one of its subcontractors will assume case management responsibilities for that individual's employment and training services (which would include a collaborative determination of the individual's employment-related supportive service needs) and will coordinate with the assigned SFDHS Employment Specialist, who will maintain overall case management responsibility (which would include the provision of all employment-related supportive services determined to be needed and allowable).

*NDE* *immediate or likely* *+B* d. "Funding for Individual Development Accounts":

While this service would only be provided under this Plan if it is first provided under San Francisco's CalWORKs Plan and while there the SFDHS does not appear to have any present intention of providing it, were it to do so, the PIC, Inc. would collaborate in the provision of whatever WiW service is deemed to be an appropriate supplement to that services to the extent permitted by federal and state laws and the budget for this Plan; or

e. any combination of these services.

The PIC, Inc. may also provide some of those services with other sources of financing (e.g., San Francisco General Funds, JTPA funds, HEC funds, RESS funds, RTAP funds, etc.) where appropriate and where they may aid in the refinement of the local definitions for those services. It is also possible that combinations of any of those allowable activities will be used.

B. Overall Services Strategy

1. Overall Service Strategy

As described in Paragraph II of this plan, services provided in the "Federal-Formula and Matching Welfare-to-Work Programs" and other employment and training programs administered by the PIC, Inc. will be a key component of San Francisco's CalWORKs Plan.

The appropriateness and timing of those employment and training services provided in that component, along with services provided in other components (e.g., childcare services, mental health services, substance abuse services, etc.), will be orchestrated by the SFDHS, which will retain overall case management responsibility.

## ATTACHMENT A

## GLOSSARY OF SELECTED REGULATIONS AND TERMS

## REGULATIONS

**Federal Eligibility Requirements for WtW funded programs** Federal regulations guiding the use of DOL WtW funds (20 CFR Part 645) require that 70% of WtW funds be used to serve TANF recipients who have been on aid for 30 months or longer and face two of the following three barriers to employment: (1) the individual has not completed secondary school or obtained a GED, and has low skills in reading and math (at or below grade 8.9); (2) the individual requires substance abuse treatment for employment; or (3) the individual has a poor work history, as established by having worked no more than three months in the past twelve calendar months. Non-custodial parents of minors, where the custodial parent meets the guidelines above are also eligible for 70% services under WtW regulations. 30% of WtW funds may be used to serve TANF recipients who demonstrate characteristics associated with or predictive of long-term dependency such as having dropped out of school, teen pregnancy, or having a poor work history. Non-custodial parents of minors who have the characteristics associated with long-term welfare dependency are also eligible to participate under the 30% provision.

**Payment for Job Placement using DOL WtW funds** For Job Placement Services purchased with DOL WtW funds, federal regulations require that contracts include a provision to require that at least 50% of payment occur after an eligible individual has been placed in the workforce for six months. (Negotiations are still underway at the state and federal level to determine if the 50% benchmark must apply to the total program cost or if it can be limited to the job placement component only.)

**Work Participation Requirements Under CalWORKs**, parents must participate in "work activities" in order to avoid sanction. Between 1/1/98 and 6/30/98, single parents are required to participate in work activities for 20 hours each week. This increases to 26 hours on 07/01/98, and 32 hours as of 07/01/99. For two parent households, the work activity requirement is 35 hours a week. Both parents may contribute to the minimum hours required as long as one parent meets the single parent rate.

## TERMS

**Community Service** Provides a CalWORKs participant with a transitional job in the public or private non-profit sector that addresses an identified community need. Jobs must provide basic job skills that can lead to unsubsidized employment. Positions must comply with displacement provisions of state law. Positions can be wage-based through grant diversion.

**Job Creation through Wage Subsidy** Provides a CalWORKs participant with a job in the public, private non-profit or private for-profit sector where a wage subsidy is available to the employer. The participant draws a salary and is considered an employee. Depending on the arrangement, the employee may or may not be retained when the subsidy ends.

**Job Placement Services** Provides a CalWORKs participant with job development and direct placement services into ~~subsidized~~ or unsubsidized employment.

**Job Readiness Services** Provides CalWORKs participants with job seeking and interviewing skills and "soft skills" necessary to retain unsubsidized employment.

**Job Retention and Support Services** Provides CalWORKs enrollees who are working and their employers with a minimum of six months follow-up services which may include: crisis intervention, personal support, childcare services, mental health services, or non-medical substance abuse treatment.

**On The Job Training** Provides the CalWORKs participant with supervised training and a permanent job in the public, private non-profit or private for-profit sector. Employers are subsidized for part of their cost to train a new employee. Permanent employment is contingent on successful completion of training. The training subsidy can be a TANF grant diversion.



## ATTACHMENT A

**Post-Employment Services** Provide employed CalWORKs participants with services including, but not limited to, basic educational skills training, occupational skills training, English-as-a-second-language training and job mentoring (DOL WTW definition).

**Program vs. Service Component** For the purpose of this RFQ, a "Program" is defined as one or more Welfare to Work activities designed to move participants forward toward a final employment outcome. (For example: secure unsubsidized employment at a wage of \$9.00/hour or more for a minimum of 30 hours/week.) "Service components" are specific welfare to work activities within a program which have unique service strategies and interim participant outcomes. (For example: participant achieves work-readiness, as documented by "Job Readiness Check List.")

**Re-Employment and Career Advancement Services** Provides employed CalWORKs participants with a combination of post-employment and job development services to move up a career ladder.

**Self-employment** Provides a CalWORKs participant with training in business development and self-employment.

**Supervised Job Search** Supervised activities that provide resources and direction to participants to conduct their own job search.

**Supported Work** Provides a CalWORKs participant with on-the-job assistance including intensive support services, training, supervision and counseling to help the participant meet job duties.

**Unsubsidized Employment** Regular employment in the public, private non-profit or private for-profit sector which is not transitional and not subsidized.

**Vocational Educational Training** Vocational educational training in a classroom setting which prepares a CalWORKs participant for work and results in a credential or certificate of completion.

**Vocational ESL/Adult Basic Education** English language instruction linked to vocational education. Instruction designed for an individual who is unable to read, write, communicate, compute, and solve math problems at a level necessary to function on the job. Includes, but is not limited to, remedial reading, writing, mathematics and literacy training.

**Work Activity** A broad range of activities are considered "work activities" for the purpose of CalWORKs, including those listed here. Definitions for the following Work Activities are established by a combination of federal, state and local regulations.

**Work Experience** Provides a CalWORKs participant with a transitional job in the public, private non-profit or private for-profit sector that will help provide basic skills, enhance existing job skills in a position related to the participant's experience, or provide a needed community service. Position can be either paid or unpaid. Unpaid work experience is limited to 12 months except under certain circumstances.

**Work Study** A paid, subsidized job program set up through a school.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.  
FACSIMILE COVER SHEET

TO: AMAND EINHSTEIN  
SAN FRANCISCO DEPARTMENT OF  
HUMAN SERVICES

DATE: JUNE 28, 1998  
FAX NO.: (415) 431-9270  
OFFICE NO.: (415) 557-6248

FROM: STEVE ARCELONA AND RAYMOND HOLLAND

SUBJECT: ADDITIONAL SUGGESTED MODIFICATIONS TO "SAN FRANCISCO'S FFY 1998-2000  
FEDERAL-FORMULA, WELFARE-TO-WORK PLAN

The total number of pages in this transmission, including this cover sheet, is 3.

As implied by your June 26th suggestions, not only did subparagraph III.A.2. of the WtW Plan need more work, we should have devoted more time to discussing all issues raised in it and your suggestions.

- Did the review process used to select proposals for the "Job Creation through Public and Private Wage Subsidies" include all of the criteria that are in the language being proposed in subparagraph III.A.2.a. to define it? If not, there would almost certainly be problems in attempting to finance those subcontracts with WtW funds and (because, except for subparagraph ii, those criteria are derived from legal requirements that should apply to all subsidized wage programs, not just WtW Programs) there may be problems in financing them with the City's General Funds. The evidence that must be produced to satisfy those criteria is very difficult to produce and evaluate.
- Yes, our intention is to structure the subcontract instruments so that they can be financed with as many different sources of funds as possible but, at minimum, with Federal WtW, WtW Matching Funds, and City General Funds interchangeably. Unfortunately, we are implementing that strategy with the most flexible source of financing first; that sets up some discomforting possibilities of having to undo some of the things we have already done based on the subsequent implementation of more inflexible, but prevailing, requirements.
- Since there do not seem to be any possible activities under "Job Retention and Support Services" that could not also be embraced by a broad definition of "Post Employment Services", since the federal and state governments have declined to define either term, since it now appears that the Labor Department is going to require that all WtW expenditures be tracked and reported:
  - by each of the half dozen "services" specified in the WtW statute;
  - by the "administrative" cost category; and
  - by the "70%" and the "30%" WtW eligibility groups; and

since those tracking and reporting requirements will increase administrative costs significantly and unnecessarily complicate the administrative procedures of the SFDHS, of the PIC, and of its subcontractors (especially if FUPBCs are going to be used), and since there do not seem to be any particular benefits in defining those "services" separately, we suggest that most of them be combined under "Post Employment Services" and that inexhaustive lists of all activities and services so far suggested be included in order to ensure that there is authority to use all of them.

In the *italicized language* which follows we have attempted to incorporate your suggestions with some of the language that we initially proposed on June 26th. Please review it as soon as possible.

### III. Allowable Activities

#### A. Planned Services

##### 1. as defined in CalWORKS

The PIC, Inc. plans to provide "Work Experience", "Community Services", "On-the-Job Training", "Contracts or Vouchers for Job Readiness", or any combination thereof as each of those terms are defined in the the State's approved Formula Welfare-to-Work Plan.

##### 2. as defined Locally

The PIC, Inc. also plans to provide some or all of the following activities or services:

##### a. "Job Creation through Public and Private Wage Subsidies":

New jobs will be created through partial or complete subsidies of wages and fringe benefits that are normally paid by that specific employer in each case for the same or similar jobs, provided that:

- i. all employment and labor standards of applicable federal, state, and local laws are met;
- ii. the requirements of 20 CFR § 645.255, § 645.260, § 645.265, and § 645.270 of the "Interim Final WiW Rule" are met; and,
- iii. where applicable, those subsidies have, prior to their implementation, been approved in writing by all parties to any existing collective bargaining agreements.

These activities are included among "Post Employment Services" in subparagraph II.A.2.d. of this Plan; expenditures for these activities will not be reported separately.

##### b. "Contracts or Vouchers for Independent Placement Services ...":

Contracts or vouchers for "Stand Alone Job Placement Services" (or for "Independent Job Placement Services") will meet the deferred payment requirements of section 403 (a)(5)(C)(i) of the SSA and of 20 CFR § 645.230 (a)(3) of its Interim Final Rule.

All financial data for these activities will be collected, maintained, and reported separately.

##### c. "Contracts or Vouchers for Dependent Placement Services ...":

Contracts or vouchers for "Dependent Job Placement Services" that are incident to and integrated into the same contract or voucher for one or more of the other WiW services that have been selected in this Plan will meet the requirements of section VI.A.1. of this Plan but will not comply with the requirements of either section 403 (a)(5)(C)(i) of the SSA or 20 CFR § 645.230 (a)(3) of its Interim Final Rule.

These activities are included among "Post Employment Services" in subparagraph II.A.2.d. of this Plan; expenditures for these activities will not be reported separately.

##### d. "Contracts or Vouchers for ... Post Employment Services":

Contracts or vouchers for "Post Employment Services" may include, but will not be limited to, "Community Services", "Dependent Job Placement Services", "Job Creation

through *Public and Private Wage Subsidies*, *Job Readiness Services*, *Job Retention and Support Services*, *On-the-Job Training*, and *Work Experience*,

While the length of time that a wage described under section III.A.2.a. is subsidized will generally be specified in the PIC's Subcontract, the employer and the employee will be the only parties who determine if an unsubsidized job is going to be retained for a specific period of time. While the relationship between those two parties (regardless of whether the employment relationship is "at-will", subject to an imputed contract, or subject to an actual contract such as a collective bargaining agreement) will be respected in this WtW Plan, the current or former WtW Participant who has become an unsubsidized employee will frequently need additional services.

These additional services may include, but will not be limited to, basic educational skills training, English-as-a-Second Language training, occupational skills training, internships financed under this Plan and they may also include, but will not be limited to, childcare services, crisis intervention services, dental services, medical services, mental health services, medical or non-medical substance abuse treatment, personal support services, tools, transportation services, uniforms, etc. financed under the San Francisco CalWORKS Plan, other plans, a combination of those plans, or, if not available, under this Plan.

As described in section III.B.3. of this Plan, authorized representatives of the PIC, Inc. or one of its subcontractors will assume case management responsibilities for that individual's employment and training services (which would include a collaborative determination of the individual's employment-related supportive service needs) and will coordinate with the assigned SFDHS Employment Specialist, who will maintain overall case management responsibility for arranging the provision of all employment-related supportive services determined to be needed and allowable.

e. *"Job Retention and Support Services":*

Included in *"Post Employment Services"* described in subparagraph III.A.2.c. of this Plan.

f. *"Funding for Individual Development Accounts":*

While activities related to this service would only be provided under this Plan if the service is provided under San Francisco's CalWORKS Plan and while the SFDHS does not appear to have any present intention of providing it, were it to do so, the PIC, Inc. would collaborate in the provision of whatever WtW service is deemed to be an appropriate complement or supplement to that service and to the extent permitted by federal and state laws and the budget for this Plan; or

g. *any combination of these services.*

The PIC, Inc. may also provide these or related services with other sources of financing (e.g., San Francisco General Funds, JTPA funds, HEC funds, RESS funds, RTAP funds, etc.) where appropriate and where they may aid in the refinement of the local definitions for these services. It is also possible that combinations of any of these services and sources of financing will be used.

Thanks for the comments and suggestions. Please respond as soon as possible.

cc: PIC Staff



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PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

DOCUMENTS DEPT.

JUL 08 1998

SAN FRANCISCO  
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TO: MEMBERS, PRIVATE INDUSTRY COUNCIL  
MAYOR WILLIE L. BROWN, JR. & STAFF

DATE: JULY 7, 1998

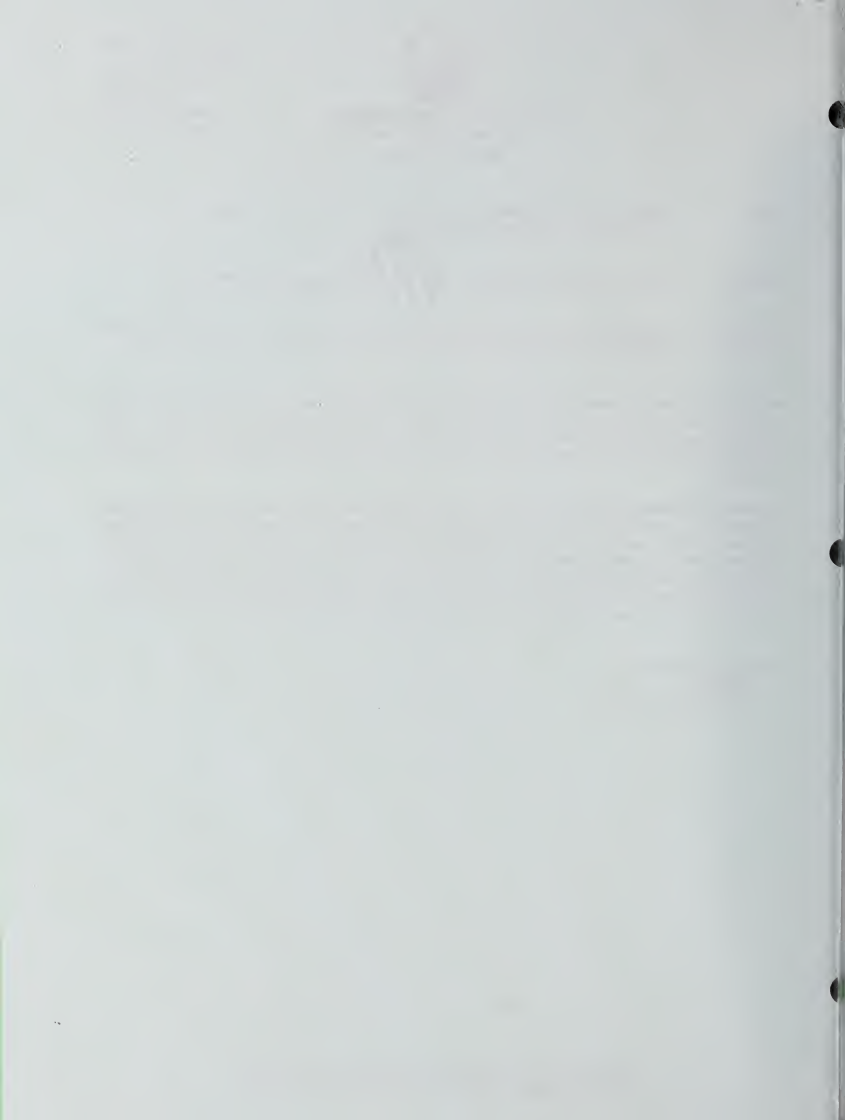
FROM: STEVE ARCELONA, PRESIDENT

SUBJECT: COMMUNITY PARTICIPATION PLAN FOR DEVELOPMENT OF SAN FRANCISCO'S  
WELFARE-TO-WORK OPERATIONAL PLAN

At the June 23 meeting of the PIC Board of Directors, staff was asked to prepare a plan that would ensure community input in development of the operational plan for Welfare-to-Work in San Francisco. It was generally agreed that because the program is new and not all of the reporting requirements have been finalized at either the federal or state levels, the details of an operational plan would continue to be a work in progress.

My initial recommendation would be to form a small working group which would include representatives from the PIC's Committee of Contracting Agencies, the S.F. Department of Human Services' CalWORKs Providers Network, recipients of public assistance, and organizations representing public assistance recipients. As the operational procedures are drafted, staffs of the PIC and DHS would review the details, including forms, reporting requirements, and so on with the members of the group. The role of this group would be to advise the staffs of the PIC and DHS and would be separate and distinct from the role of the Council and its committees which includes policy and oversight of the overall program.

cc: PIC Subcontractors  
DHS Staff  
Steve Bingham, SFNLAF





PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

FORUM

**Topic**

"Tax Credits for San Francisco Employers," a discussion of the various tax credits available to employers in San Francisco, their benefits, and how to take advantage of them

**Presented by Bonnie Carroll**

Bonnie Carroll is the PIC's new Business Services Manager. Her years spent as a small business owner, combined with her experience as an administrator at IBM, provide her with a solid background for helping San Francisco employers understand available hiring tax credits and how to claim them. She answers tax credit questions on the PIC's Business Hotline (415/861-4002), keeps the PIC's tax credit website up-to-date ([www.sftaxcredits.com](http://www.sftaxcredits.com)) and speaks to groups of employers and job developers about hiring tax credit benefits. Bonnie has a B.A. in Political Science from Chico State University and a M.A. in Geography from San Francisco State University.



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PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

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JUL 9 8 1998

SAN FRANCISCO  
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TO: MEMBERS, PRIVATE INDUSTRY COUNCIL  
MAYOR WILLIE L. BROWN, JR. & STAFF

DATE: JULY 7, 1998

FROM: STEVE ARCELONA, PRESIDENT

SUBJECT: PRESIDENT'S REPORT FOR JULY 14 COUNCIL MEETING

**House of Representative's subcommittee vote to eliminate funds for the 1999 SYETP**  
Please see my enclosed memorandum, dated July 2, "Proposed Elimination of the 1999 JTPA Title IIB Summer Youth Employment & Training Program Funds."

**WELFARE-TO-WORK**

**Appointment of PIC Welfare-to-Work Director**

I am pleased to announce the appointment of Joyce Crum to the newly created position at the PIC as Welfare-to-Work Director. In this new position, Joyce will be responsible for all Welfare-to-Work programs administered by the PIC. For now this includes the Department of Labor Welfare-to-Work Competitive Grant, the CalWORKs contract with the S.F. Department of Human Services and the Formula Welfare-to-Work Grant from the State. Joyce brings to the position over 20 years of employment and training experience, having held several management positions with PIC and its predecessor, the Mayor's Office of Employment and Training. Please join me in offering our congratulations to Joyce in her new position.

**Department Of Labor Welfare-to-Work Competitive Grants**

At the June Board of Directors' meeting I reported that on April 15, the U.S. Department of Labor (DOL), Employment and Training Administration released a Notice of Availability of Funds, Solicitation for Grant Applications (SGA) for the **second** round of national Welfare-to-Work Competitive Grants. The proposals are due in Washington, D.C. on Tuesday, July 14 by 2:00 p.m. EST. Each proponent is required to give the PIC, the S.F. Department of Human Services and the State an opportunity to review the proposal before it is submitted to DOL. As of this report 11 proposals have been submitted. A summary of each is contained in the attached memorandum dated July 7.

**Personal Assisted Employment Program (PAES)**

The Board of Supervisors recently approved a comprehensive program to assist San Francisco General Assistance clients to move from welfare to employment. The program includes several components including the Personal Assisted Employment Program (PAES) which would provide education, training and supportive services necessary to assist single adults find employment and become self-sufficient. In July, the S.F. Human Services Commission will consider a recommendation to contract to the Private Industry Council the \$705,000 which has been set aside from the City's general fund for this component. Funds could be used to provide job training and career counseling, vocational training and vocational rehabilitation, supervised job search, paid work experience, GED and ESL classes. The PIC's role would be to provide oversight, contract and monitoring, as well as reporting and evaluation.

**PIC's improved and expanded website**

Please visit our improved and expanded website at [www.picsf.org](http://www.picsf.org). Let us know what you think.

attachment

cc: All PIC Subcontractors, PIC Staff, Scott Winkler EDD/JTPD, Rodger Caron SDSS



The following information is provided for your reference:

1. The first section discusses the importance of maintaining accurate records.

2. The second section outlines the procedures for handling confidential information.

3. The third section details the requirements for data security.

4. The fourth section describes the process for reporting incidents.

5. The fifth section covers the responsibilities of all personnel involved.

6. The sixth section provides information on the contact details for further assistance.

7. The seventh section mentions the date of the last update to the policy.

8. The eighth section includes a statement of approval from the relevant authority.

9. The ninth section lists the names of the individuals responsible for implementation.

10. The tenth section provides a summary of the key points discussed.







PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

TO: MEMBERS, PRIVATE INDUSTRY COUNCIL  
MAYOR WILLIE L. BROWN, JR. & STAFF

DATE: JULY 7, 1998

FROM: STEVE ARCELONA, PRESIDENT

SUBJECT: SUMMARY OF U.S. DEPARTMENT OF LABOR COMPETITIVE GRANTS WELFARE-TO-WORK PROPOSALS, ROUND TWO

Following is a summary of the proposals for Welfare-to-Work funds received through today:

**ATTLEBORO AREA CENTER FOR TRAINING, INC.**

No budget or enrollment figures included

This 4 page concept paper is from Attleboro, MA and is supported by the Manufacturing Jewelers and Silversmiths of America, Inc. (MJSA). The Workforce Development Initiative would assist persons who are currently unemployed, underemployed and/or on welfare to obtain entry level employment in the industry's precision manufacturing (tool and die maker, hub and die cutter, etc.) and/or craft occupations (model maker, engraver, etc.) A pilot program was "effectively" conducted last year in Massachusetts and Rhode Island, and MJSA is exploring replicating it in Los Angeles and/or San Francisco. Program would include recruitment, intake/assessment, placement, job readiness activities, work experience, on-going case management and support services.

**BRCA/HOPE LA-USA PROJECT, INC.**

\$1,800,000, serving 80 participants annually

This proposal is from an Indianapolis, IN firm. The proposed Sustainable Agri-Forestry Training Center and Demonstration would target selected welfare recipient youths and young adults (18 to 27 years of age, and as low as 14 if legally financially independent), and address the "personal and family dysfunction, poverty mentality and unemployment," providing full case management, supportive services, including child care, substance abuse and mental health services. The Agri-Forestry project, as outlined in the proposal, could be established in the Presidio, and would be "immediately applicable" in the surrounding Bay Area.

**CENTER FOR EMPLOYMENT TRAINING**

\$7 million over 18 months, training up to 1,062 TANF recipients in 27 CET centers around the country

This detailed proposal was submitted by a Bay Area CBO. CET received \$4 million in the first round of WtW funding; this No Barriers National Project is a new proposal, providing one stop "contextual" vocational job training, child care and transportation services for TANF recipients in San Francisco and other areas. Provides for placement of at least 80 percent of graduating trainees in unsubsidized employment; CET notes substantial employer commitment to hire graduates.

## **GOODWILL INDUSTRIES**

Costs: \$750,000 requested over three years (total \$2 million, including Marin and San Mateo PICs)  
In San Francisco, enroll 128 participants, placing 75  
In all three counties, enroll 340 participants, placing 200  
Funds also include money to build out a 12,500 square foot facility

This 5 page proposal was submitted by a local CBO, and is the same proposal which Goodwill submitted directly to DOL in March, but which was not funded. Grant request seeks to expand the existing "Goodwill Model" of Welfare-to-Work strategies by providing the infrastructure, staffing, programs and services necessary to move welfare recipients into work over the next ten years, with services from this grant focused over a three-year period. Seeks to provide long term and sustainable welfare-to-work services. This proposal is being submitted to the PICs of San Francisco, Marin and San Mateo counties for a total of \$2 million, with the San Francisco portion at \$750,000. Proposal is part of a national program, including Goodwill programs in six geographic areas in the United States. Program will assist disadvantaged persons — including noncustodial parents, individuals with learning disabilities or requiring substance abuse treatment, and public housing residents — overcome barriers to employment by offering jobs, job training and job placement programs. TANF recipients will be hired to work in Goodwill stores, donation and processing centers in order to gain work and life skills.

## **INSTITUTE FOR SOCIAL & ECONOMIC DEVELOPMENT**

Costs: \$6,410,653 over three years, serving 800 participants nationwide

This detailed proposal was submitted by an Iowa City, Iowa firm, and would operate a National Microenterprise Development Project involving small businesses and nonprofit microenterprise agencies within various parts of the country, including the Bay Area. Proposes training welfare recipients to enter self-employment through business ownership, providing a "multi faceted approach" that provides welfare recipients with the business knowledge they need to successfully start and operate a business, and then works with business owners to obtain financing. ISED notes it has trained 1,600 welfare clients, and helped nearly 500 to start/expand their own businesses.

## **MARRIOTT INTERNATIONAL CETP**

\$149,909 to serve 48 participants in San Francisco

This proposal was received from Tampa, FL. Marriott's "nationally recognized" Pathways to Independence "work first" training program would serve 1,000 current welfare recipients in 20 cities nationwide, including San Francisco. Training would be at Marriott hotels by Marriott managers, providing six weeks of classroom and hands-on training, and include "an integrated work and learning environment as well as mainstreaming." Skills to be taught include pre-employment, job holding/life, confidence/self-esteem building, personal finance, hospitality, and safety.

## **MISSION NEIGHBORHOOD CENTERS, INC.**

Costs: \$1,706,830 over two years, serving 137 participants

This lengthy and very detailed proposal was submitted by a local CBO, which has been revised since its unsuccessful submission in Round One of DOL funding, strengthening its budget and the sections on family support, placement and plans for sustainability. Through the Families in Transition program services to be provided by a community-based collaborative of four agencies with experience in serving TANF recipients: Mission Neighborhood Centers, Catholic Youth Organization/Mission Day Care, Mission Language and Vocational School, and Instituto Familiar de la Raza. This program seeks to assist participants in transitioning from public assistance to self sufficiency with access to multiple services through a single point of entry, combining child care and family support services with job training and placement with mental health and case management services. Training in one of three areas: General Office/Clerical, Medical Assisting or Education Paraprofessional.

## **PERSONAL HEALTH & HYGIENE**

No budget or enrollment figures included

This one-page concept paper was submitted by a Baltimore, MD organization. The Relapse Prevention and Aftercare Program proposes to treat an unspecified number of TANF clients for substance abuse problems which interfere with their ability to find and maintain employment. Services would be provided to individuals in post treatment and recovery phase of substance abuses, or currently employed or employable as determined by "their record of abstinence", or in need of relapse prevention and drug abuse testing, or in need of aftercare, work and family services.

## **SAN FRANCISCO LEAGUE OF URBAN GARDENERS (SLUG)**

\$2,085,758 serving 228 participants and placing 140 in jobs

This proposal is from a San Francisco-based consortium. In partnership with Young Community Developers, Inc., S.F. Shipyards Training Center, Bay Area Video Coalition, and HMR Global Recycling, USA, Inc., SLUG would provide services to low-income and public housing development in southeast San Francisco — where two-thirds of TANF recipients reside. Training would be targeted to construction and landscaping, horticulture/conservation, multimedia, and electronics repair/computer recycling. Services would extend from intake through job readiness, training, placement, and follow-up after employment.

## **SAN FRANCISCO RATES PROJECT**

\$3,417,212 serving 350 participants (300 in San Francisco, 50 in San Mateo)

This proposal is from San Francisco and San Mateo counties. Manpower, Inc. and the San Francisco Airport in cooperation with the Glide Foundation, United Airlines, the Opportunities Industrialization Center West, and the San Francisco and San Mateo Private Industry Councils propose to establish the San Francisco Regional Airport Training and Employment System (RATES). This "work first" project would provide pathways to high-wage, high-skill employment for welfare recipients and non-custodial parents in customer service and information technology positions at San Francisco Airport. Services would include pre-employment assessment, training and supportive services; immediate placement and apprenticeship; and retention and upgrade training.

## **WOMEN IN COMMUNITY SERVICE**

No budget included. Proposed enrollment of 300-350 participants annually per community site

This proposal was submitted by CBO with a San Francisco office. Through two separate activities, this proposal seeks to provide an integrated program of job readiness, development, search and placement, life management, empowerment training, mentoring and support services to 300-350 TANF clients in four targeted communities, serving a minimum of 1,200 participants nationwide. Lifeskills is a 10-week program that provides hardest-to-serve individuals with skills assessment, mentoring, life skills/job readiness training in an interactive classroom setting, and community service work experience. A derivative model of Lifeskills, lifeWORKS operates at a faster pace, and is designed for harder-to-serve individuals who have some transferable job skills.



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PRIVATE INDUSTRY COUNCIL  
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MEMORANDUM

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**TO:** ALL COUNCIL & COMMITTEE MEMBERS  
ALL PIC SUBCONTRACTORS  
INTERESTED PARTIES  
MAYOR WILLIE L. BROWN, JR. & STAFF

**DATE:** JULY 2, 1998

**FROM:** STEVE ARCELONA, PRESIDENT 

**SUBJECT:** PROPOSED ELIMINATION OF 1999 JTPA TITLE IIB SUMMER YOUTH EMPLOYMENT & TRAINING PROGRAM FUNDS

The House of Representatives' Labor, Health and Human Services and Education Appropriations Subcommittee voted on June 23 to eliminate funding for the 1999 Summer Youth Employment and Training Program (SYETP, Title IIB of the Job Training Partnership Act). The proposed cut is part of a mammoth fiscal year 1999 funding bill for the Departments of Labor, Health and Human Services, and Education.

The elimination of \$871 million for summer jobs will mean that approximately 400,000 young people who annually benefit from summer employment and remediation program may go without work and educational assistance next year. San Francisco's \$2.58 million 1998 program is currently providing work experience and education opportunities to over 1,200 economically disadvantaged young people, assigned to 860 community worksites.

Clearly, the elimination of funding for the SYETP would have a serious impact both locally and nationally, affecting those youth most in need of assistance.

The House Subcommittee also voted to eliminate funding for implementation of the Youth Opportunities Program, a \$250 million appropriation for a program designed to help those youths most at risk to obtain employment.

On the back of this memorandum is a list of House Appropriations Committee members, including their fax and/or e-mail addresses.

You may also telephone the House by calling 1-888-534-6226. This number will put you in touch with the Capitol switchboard, and you may ask to be transferred to the office of the member of Congress you wish to speak with.

Attachment



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**SELECTED MEMBERS OF THE HOUSE  
APPROPRIATIONS COMMITTEE AND LEADERSHIP**

UNITED STATES HOUSE OF REPRESENTATIVES, WASHINGTON, DC 20515

**House Appropriations Committee**

Majority

Bob Livingston  
Ralph Regula  
Jerry Lewis  
John Porter  
Tom DeLay  
Ernest Istook  
Henry Bonilla  
Rodney Frelinghuysen  
George Nethercutt  
Randy Cunningham

Fax  
202-225-0739  
202-225-3039  
202-225-5861  
202-225-4835  
no published fax  
202-226-1463  
no published fax  
202-225-3186  
no published fax  
202-225-2558

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Minority

David Obey  
Sidney Yates  
Louis Stokes  
John Murtha  
Martin Sabo  
Sterly Hoyer  
Nancy Pelosi  
Peter Visclosky  
James Moran  
Ed Pastor

no published fax  
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no published fax  
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**House Leadership**

Majority

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Dick Armye, Majority Leader

202-225-4656  
no published fax

georgia6@mail.house.gov  
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Minority

Richard Gephardt, Minority Leader  
David Bonior, Minority Whip

no published fax  
202-226-1169

gepardt@mail.house.gov  
no published e-mail address





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

NOTICE of a PUBLIC MEETING  
of the  
PRIVATE INDUSTRY COUNCIL

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Please RSVP to the PIC's receptionists at 415/431-8700 no later than Friday, September 4

DATE:	Tuesday, September 8, 1998
TIME:	3:00 - 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

*Agenda appears on reverse side*

Issued August 28, 1998



If you require special accommodation due to a disability, please call Roberta Fazande at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance

**Know your rights under the Sunshine Ordinance**  
(Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415/554-6075.

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

## **Agenda**

### **PRIVATE INDUSTRY COUNCIL**

*Meeting of September 8, 1998*

**1. Public testimony on agenda items \* \***

**2. Adoption of agenda \***

**3. Approval of minutes**

- a. From the Council's July 14 meeting (to be mailed) \*
- b. From the Board of Directors' July 14 meeting (enclosed) (vote by Directors only) \*

**4. Chairman's report**

PIC's 1998 Job Training Partnership Act (JTPA) Alumna of the Year: Kelliene Wetzel-Garcia

**5. Forum**

"Workforce Investment Act of 1998," presented by staff from the Regional Office of the U.S. Department of Labor. An overview of the law, recently signed by President Clinton, which integrates major federally-funded workforce preparation programs and repeals JTPA.

**6. Committee reports**

- a. Audit Committee, recommendation to accept audit of PIC covering July 1, 1995 through June 30, 1997 (enclosed) — Jack Fitzpatrick \*
- b. Evaluation Committee, recommendation to adopt JTPA waivers (enclosed) — Leslie Luttgens \*
- c. Planning Committee
  1. Recommendations for implementation of JTPA waivers (enclosed) — Brent Andrew \*
  2. Recommendations for funding of year 3 of the Homeless Employment Collaborative (HEC) (enclosed) — Michael Mee \*
  3. Recommendations of JTPA Adult and Youth Employment Competencies (enclosed) — Brent Andrew \*
- d. Refugee Committee, recommendations for funding of 1998-99 Refugee programs (enclosed) — Linda Davis \*

**7. President's report (to be mailed)**

1. First Source Hiring program
2. Workforce Investment Act
3. Formation of PIC Welfare-to-Work Advisory Committee
4. New subcontractor for PIC Journal and Annual Report: McKenzie & Associates
5. Committee of Contracting Agencies (CCA) Employment and Training Forum

**8. Public testimony on non-agenda items \* \***

\* *May require action by the Council*

\* \* *Up to 15 minutes are scheduled for public testimony. The Chairman may set in advance a time limit for the testimony of individuals or organizations.*





PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*  
MEMORANDUM

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TO: ALL COUNCIL & COMMITTEE MEMBERS  
MAYOR WILLIE L. BROWN, JR. & STAFF

DATE: JULY 30, 1998

FROM:

  
JACK FITZPATRICK

SUBJECT: RECOMMENDATION TO ADOPT THE AUDIT REPORT.

At its July 30, 1998 meeting, the members of the Audit Committee met with Robert Izabal, from the firm Izabal, Bernaciak, & Company, who conducted the audit of the PIC covering the period from July 1, 1995 through June 30, 1997. The report is in compliance with the requirements in OMB Circular A-133. It was the unanimous recommendation of the Committee to recommend to the full Council acceptance of this audit report.

If you would like a complete copy of the audit report, please contact Greg Marutani, Secretary to the Council at 415 / 431-8700.

cc: Scott Winkler, JTPD  
PIC Staff  
PIC Subcontractors





PRIVATE INDUSTRY COUNCIL  
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MEMORANDUM

**TO:** ALL MEMBERS OF THE COUNCIL  
MAYOR WILLIE L. BROWN, JR.

**DATE:** JULY 31, 1998

**FROM:** LESLIE L. LUTTGENS *Leslie L. Luttgens*  
EVALUATION COMMITTEE CHAIRWOMAN

**SUBJECT:** RECOMMENDATIONS WITH RESPECT TO THE WAIVERS OF JTPA REQUIREMENTS  
THAT WERE APPROVED BY THE SECRETARY OF LABOR

**Issue:**

Should the adoptions of ten requested waivers of requirements of the *Job Training Partnership Act* by the Council and the Mayor in September of 1997 (subject to performance improvement goals that were proposed by the Governor with respect to those requests) be reaffirmed or modified for implementation in PY'98 based on the waivers and the revised performance improvement goals that were approved by the Secretary of Labor in May of this year?

**Recommendation:**

Four members of the Evaluation Committee are recommending that:

- the September 1997 decisions be reaffirmed and modified so that all ten waivers approved by the Secretary in May of this year are adopted for the PY'98 portion of San Francisco's PY'98-'99 Job Training Plan (these include nine of the ten requested waivers that were adopted the Council and the Mayor last year and an additional waiver that, while initially rejected as being unnecessary for San Francisco, was requested by the Governor and subsequently approved by the Secretary); and,
- to the extent possible, all ten waivers be implemented during the remaining months of PY'98 along with any modifications to that Plan which are necessary to achieve the revised performance improvement goals being imposed as conditions for adopting those waivers.

**Background and Reasoning:**

In May of 1997, the Governor requested that twelve requirements of the JTPA be waived (three, as "statewide" waivers" which would be adopted for all Service Delivery Areas by the State and, the remaining nine, as "optional waivers" to be adopted or rejected for each SDA in the State under a "cafeteria plan") and, for each requested waiver, different "performance improvement goals" were proposed as "conditions" for adopting each waiver.

In August of 1997, the Evaluation Committee held a public hearing and recommended that the Council and the Mayor adopt ten of those requested waivers and the obligations to achieve the "performance improvement goals" that were being proposed to accompany them within however many months of PY'97 that would remain after the Secretary responded to the Governor's requests and proposals.

Two optional waivers were not adopted by the Council and the Mayor at the time because there were no projected benefits for San Francisco from either and because there was, therefore, no reason to assume the obligations for the additional "performance improvement goals" that were being proposed for each.

In May of 1998, the Secretary of Labor:

1. approved ten of the twelve waivers of JTPA requirements that were requested by the Governor (which included nine of the ten waivers adopted for San Francisco last September);
2. approved the Governor's proposed "cafeteria plan" in which adoption of seven of the ten waivers would be optional for each SDA; but
3. rejected the individual "performance improvement goals" that were proposed by the Governor for each optional waiver and, instead:
  - a. approved a revised set of negotiated overall "performance improvement goals" for the State as conditions for however many optional waivers were adopted for however many SDAs;
  - b. approved a financial incentive plan for each SDA that meets and exceeds four of the five "performance improvement goals" to be negotiated for each SDA as elements of the State's overall "performance improvement goals" regardless of whether the adopted waivers are ever implemented during the remaining months of PY'98; and
  - c. clarified that the "performance improvement goals" and the financial incentive plan that would accompany the adopted waivers would be separate and independent from and parallel to the statutory "performance standards and financial incentives" which would still apply.

While the magnitudes of the revised "performance improvement goals" that the PIC would be required to meet for the optional waivers that are being recommended for adoption in San Francisco cannot be determined yet (actual PY'97 performance data for San Francisco are not yet available and, when they are, San Francisco's shares of the State's overall PY'98 "performance improvement goals" may still have to be negotiated, taking into account the extent to which optional waivers have been adopted in the other 51 SDAs in the State) and while there is no assurance that every adopted waiver can (at this late date) be implemented in San Francisco during the remaining months of PY'98, those goals and the possible consequences of not achieving them, are clearly outweighed by the projected benefits of adopting and implementing as many of the approved waivers as possible.

Because it has now been clarified that the "performance improvement goals" will be treated separately from the statutory "performance standards" and the incentives and penalties accompanying those standards (creating two parallel performance-incentive systems) and because the amount of funds that the State is setting aside for achieving those goals is relatively insignificant (i.e., \$5,000 for meeting and exceeding four of the five goals), the potential benefits of adopting those waivers (even if some cannot be implemented before the end of PY'98) clearly outweigh the potential costs of not adopting them.

cc: All Members, Planning Committee	PIC and SFDHS Staffs
PIC Subcontractors (JTPA Only)	Steve Bingham, SFNLAF
Antonio Castillo, WAP, Cal. AFL-CIO	Ed Shoenberger, NCCC
Joe Wilson, Coleman Advocates for Youth	Scott Winkler, EDD/JTPD
Armando Quiroz, Region IX USDOL/ETA	Virginia Hamilton, CWA
Joan Crigger, USCM	

#### Attachments:

- A. **Summaries of JTPA Waivers Requested** by the Governor in May 1997, of requested waivers **Tentatively Adopted** by the Council and the Mayor in September 1997, of requested waivers **Approved** by the Secretary of Labor in May 1998, and of approved waivers now being **Recommended for Final Adoption** by the Council and the Mayor for implementation in the remaining months of PY'98.
- B. **Summaries of the "Performance Improvement Goals" and the Methodology for Determining, After the End of PY'98, if They Have or Have Not Been Met.**
- C. **Required Descriptions of the Local Public Review Process, of "Local Barriers" to be Removed, and Certifications.**

**ATTACHMENT A** (Page 1 of 2)

**Waivers Requested, Tentatively Adopted, Approved, and Recommended for Final Adoption**

No.	Adopt?	Description of Waiver Being Recommended for Adoption
1.	Yes <u>/a.</u>	Waives an administrative requirement of the Labor Department for JTPA Title IIC (82%-Basic Youth) Program Performance Standards by replacing the two that are now required (i.e., the "Youth Entered Employment Rate" and the "Youth Employability Enhancement Rate") with one (i.e., the "Youth Positive Termination Rate").
2.	Yes <u>/b.</u>	Waives statutory requirements for three or more cost categories and limitations, substitutes two cost categories (i.e., "administration" and "program") for all programs, and retains only the statutorily required "administrative" cost limitation for each program.
3.	Yes <u>/b.</u>	Waives the administrative requirement for collecting post-program followup data by a specified survey and substitutes the unemployment insurance wage data base as an alternative source for collecting those data for JTPA Title III Programs only.
4.	Yes <u>/c.</u>	Waives a regulatory requirement and authorizes social security disability income to be excluded from the family's income for purposes of determining JTPA Title II eligibility of an individual with a disability.
5.	Yes <u>/c.</u>	Waives regulatory requirements that "program income" be used only for the specific JTPA Title Program and program year in which it is earned and that all "program income" is subject to the "administrative" cost limitation of that JTPA Title Program.
6.	Yes <u>/d.</u>	Waives an administrative requirement limiting certain "employability enhancements" to youths in specified age ranges and makes all "employability enhancements" available for youths in all age ranges.
7.	Yes <u>/e.</u>	Waives a statutory requirement that all subsidized wages for youths in On-the-Job Training services in the JTPA Title IIC (82%-Basic Youth) Program must equal or exceed the average wage at placement of all adults in the JTPA Title IIA (77%-Basic Adult) Program in the preceding program year.
8.	Yes <u>/f.</u>	Waives a statutory prohibition against "employment generating activities" and authorizes limited use of those activities in the JTPA Title IIA (77%-Basic Adult) Programs.
9.	Yes <u>/f.</u>	Waives statutory and regulatory prohibitions and authorizes independent (or "stand alone") work experience, job search assistance, job search skills training, and job club services in all JTPA Titles II and III Programs subject to certain additional requirements.
10.	Yes <u>/f.</u>	Waives statutory and regulatory prohibitions, authorizes participants in JTPA Title III Programs to receive services (except for financial assistance) consistent with those permitted in JTPA Title II Programs for up to one year after termination, authorizes training as a post-termination service for up to one year in JTPA Titles II and III Programs, and authorizes On-the-Job Training with current employer in an upgraded job for JTPA Title II Programs.
11.	No <u>/g.</u>	Would have waived the absence in the statute of a "10% eligibility window" for the JTPA Title IIB Summer Youth Employment and Training Program and would have made the eligibility criteria for that program consistent with those for the JTPA Title IIC (82%-Basic Youth) Program.
12.	No <u>/h.</u>	Would have waived the administrative requirement to count transfers from one JTPA Title Program to another JTPA Title Program as terminations from the former for purposes of its performance standards.

Footnotes appear on the next page.

**ATTACHMENT A** (Page 2 of 2)

**Waivers Requested, Tentatively Adopted, Approved, and Recommended for Final Adoption**  
(Footnotes to the Waivers Listed on the Previous Page)

<p><b><u>a.</u></b> A "Statewide Waiver" (i.e., no local discretion about adoption permitted) requested by the Governor in May of 1997 and approved by the Secretary of Labor in May of 1998 with revised PY'98 "performance improvement goals". The State is already implementing this waiver. If no "Optional Waivers" of JTPA Title IIC (82%-Basic Adult) Program requirements are adopted for an SDA, its PY'98 "performance improvement goal" for the "Youth Positive Termination Rate" measure will be a two percentage point increase of its actual PY'97 YPTR.</p>
<p><b><u>b.</u></b> "Statewide Waivers" (i.e., no local discretion about adoption permitted) requested by the Governor in May of 1997 and approved by the Secretary of Labor in May of 1998 with no specified PY'98 "performance improvement goals". The State is already implementing these waivers.</p>
<p><b><u>c.</u></b> "Optional Waivers" requested by the Governor in May of 1997, tentatively adopted by the Council and the Mayor in September of 1997, and approved by the Secretary of Labor in May of 1998. No additional funds or new procurements are necessary to implement any of these waivers during the remaining months of PY'98.</p>
<p><b><u>d.</u></b> An "Optional Waiver" requested by the Governor in May of 1997, tentatively rejected by the Council and the Mayor in September of 1997 because it was not needed, approved by the Secretary of Labor in May of 1998, and now recommended for final adoption by the Council and the Mayor although it may still not be needed.</p>
<p><b><u>e.</u></b> An "Optional Waiver" requested by the Governor in May of 1997, tentatively adopted by the Council and the Mayor in September of 1997, and approved by the Secretary of Labor in May of 1998. Since all new funds are already committed in the PY'98 portion of San Francisco's PY'98-'99 Job Training Plan, additional funds (e.g., from allowable unexpended PY'97 funds that are carried-over, etc.) would generally be required to implement this waiver during the remaining months of PY'98 but no new procurements should be necessary, unless there is a lack of interest from any proponents for PY'97-'99 JTPA Title II QJT broker subcontracts.</p>
<p><b><u>f.</u></b> "Optional Waivers" requested by the Governor in May of 1997, tentatively adopted by the Council and the Mayor in September of 1997, and approved by the Secretary of Labor in May of 1998. Since all new funds are already committed in the PY'98 portion of San Francisco's PY'98-'99 Job Training Plan, additional funds (e.g., from allowable unexpended PY'97 funds that are carried-over, etc.) and new procurements are required in order to implement these waivers during the remaining months of PY'98.</p>
<p><b><u>g.</u></b> An "Optional Waiver" requested by the Governor in May of 1997, tentatively adopted by the Council and the Mayor in September of 1997, rejected by the Secretary of Labor in May of 1998 because it was considered to be one of the statutory eligibility requirements for which Congress did not authorize waivers, and no longer available for local adoption.</p>
<p><b><u>h.</u></b> An "Optional Waiver" requested by the Governor in May of 1997, tentatively rejected by the Council and the Mayor in September of 1997 because it was not needed, rejected by the Secretary of Labor in May of 1998 because it was not needed (at least in some SDAs such as San Francisco), and no longer available for local adoption.</p>



**ATTACHMENT B (PAGE 1 OF 2)**

**Summaries of the "Performance Improvement Goals" and the Methodology for Determining,  
After the End of PY'98, if They Have or Have Not Been Met  
(Source: JTPA Directive No. D97-27)**

**"Performance (Improvement) Measurement**

"For purposes of performance measures, the waivers are granted for (JTPA) funds (that are) available for expenditure during (the period from) July 1, 1998 through June 30, 1999 ....

"The revised JTPA Grant Agreement Modification (which, in May of this year, conveyed the Labor Secretary's approvals of the waiver requested by the Governor last May) states:

'The State agrees to a performance improvement (goal) of five percent (5%) at the State level measured at the conclusion of Program Year 1998 using actual performance in PY 1997 as the baseline for improvement.'

"Under JTPA waivers, all SDAs will be held responsible for meeting performance measurement increases.

- "For SDAs that implement statewide waivers only and choose not to select optional waivers, the state will expect a 2 percent increase in the SDA's Youth Positive Termination Rate.
- "For SDAs that choose one or more optional waivers, the state will use the performance measurement model developed in cooperation with the SDAs to determine the extent of the performance increase that will be required on each of the Title II core performance measures and the Title III Entered Employment Rate. This model (which is displayed subsequently in this attachment) takes into account the relative performance of the SDA and the client mix served by the SDA.

"Since DOL selected PY'97 as the base year for measurement, SDAs will not know their (PY'98) performance measurement expectations until at least October 1998.

"For SDAs that select any of the optional waivers, performance improvement expectations will be required for each of the Title II core performance measures ;and the Title III Entered Employment Rate. In California, the five Title II measures include:

- "Adult Followup ... Employment Rate;
- "Adult Welfare Followup ... Employment Rate;
- "Youth Positive Termination Rate;
- "Adult Followup Weekly Earnings; and
- "Adult Welfare Followup Weekly Earnings.

"... SDAs will incur no direct sanctions for failing to attain the performance measures under waivers; however, SDAs will still be required to meet the performance standards on the core measures. The same sanctions will apply for failure to meet Title II core standards for two consecutive years.

**"Incentive Awards for Waivers**

"The State will set aside \$5,000 for each SDA that chooses any optional waivers. For an SDA to receive the \$5,000 incentive award, it must:

- "meet performance standards under the statutory JTPA performance system; and
- "meet or exceed expectations for at least four of the five Title II core performance measures under waivers. Any incentive money not awarded for waivers performance will revert to the annual Title II incentive programs.



# ATTACHMENT B (PAGE 2 OF 2)

## Summaries of the "Performance Improvement Goals" and the Methodology for Determining, After the End of PY'98, if They Have or Have Not Been Met (Source: JTPA Directive No. D97-27)

### "Performance Measurement Model"

"th(is) model was developed around the following principles of performance improvement:

- "California and the local areas are committed to continuous improvement;
- "lower performing local areas will be expected to increase their performance relatively more than higher performing local areas: and
- "expectations for performance improvement should consider the relative potential for success [e.g., a local area with poor economic conditions and a large client base with multiple barriers (to employment) should not be expected to perform as well as an area without these challenges).

"The column references (in Table 1) below refer to Table (2). (Table 2) is for example purposes only. In the example, the base year is (PY'96) and the measurement year is (PY'97). For the purpose of evaluating performance under waivers, California's base year will be (PY'97) and the measurement year will be (PY'98). A similar table will be developed for each of the (five or) six performance measures to be reviewed after ... implementation (of the waivers).

Table 1

"Column A	"This represents ranges for <u>actual</u> performance in (PY'96). These ranges are the framework to address the principle that a higher performer should not be expected to increase performance to as great a degree as a relatively lower performer. Under (this model) for evaluating waivers, a local area would be assigned a range based on its actual performance in PY'97.
"Column B	"This is the performance improvement expectation under waivers for either range.
"Column C	"Calculation of the expected improvement amount (i.e., Column A multiplied by Column B).
"Column D	"The unadjusted actual performance expectation after implementation of waivers. This is actual performance in the base year plus the performance increase defined in Column C.
"Column E	"This is the adjustment to the actual performance expectation based on the 'risk factors in the local area' for the current year which performance is being measured.
"Column F	"Expected actual performance by the local area after implementation of waivers.

Table 2

"Performance Measurement ((a.) "Example: JTPA Title III Entered Employment Rate Performance Measure

Example SDAs with their Actual Performance for PY'97	(A) Ranges for Actual PY'96 Performance	(B) Expected Percentage Improvement	(C) Actual Performance Increase (AxB)	(D) Unadjusted Performance Goal (A+C)	(E) PY'97 Performance Model Adjustment ((b.)	(F) Adjusted PY'97 Performance Goal (D+E)
	$\geq 80\%$ ((c.)	0.0%				
	77.1 - 79.9%	1.0%				
	74.1 - 77.0%	2.0%				
	70.1 - 74.0%	3.0%				
SDA 'A' (68.82%)	67.1 - 70.0%	4.0%	2.75%	71.6%	2.3%	73.9%
	60.1 - 67.0%	5.0%				
SDA 'B' (50.71%)	$\leq 60.0\%$ ((d.)	$\geq 6.0\%$	3.04%	53.8%	1.4%	55.2%

"((a.) Program Year 1996 is used as the base year for example purposes only.

"((b.) Actual adjustment to the national departure point. The calculation of this factor occurs at the end of the (measurement) program year. It represents the effect of local factors (i.e., participant characteristics and local economic conditions) on SDA performance expectations compared to national averages.

"((c.) Expected performance is capped at 80% in this example.

"((d.) The State will negotiate an expected performance increase with SDAs when performance is 60% or below on a case-by-case basis."

# ATTACHMENT C (PAGE 1 OF 5)

## Descriptions of Public Review Process, of "Local Barriers" to be Removed, & Certifications

1. "(Certification) that the following groups have been afforded the opportunity to review and comment on the proposed waivers:"

"Local Area Elected Officials and Private Industry Councils"  
 "Educational and other Public and Private Non-Profit Agencies"  
 "Labor Organizations requiring skills related to the proposed training"

Yes
Yes
Yes

2. "Describe the local process for adoption of waivers."

In September of 1994, the regulation authorizing governors to request that the Secretary of Labor waive certain provisions of the JTPA regulations was promulgated. The PIC's initial proposals for the Governor to request waivers of six specific regulations or administrative requirements were submitted in October of 1994 and another proposal for the waiver of a seventh administrative requirement was submitted in November. Copies of those seven proposed waiver requests were widely distributed within San Francisco, discussed at meetings of the Private Industry Council of San Francisco and of other bodies, and, in February 1995, they were all resubmitted because no acknowledgment or response had been received.

In July of 1995, one of those seven proposed waivers was adopted on behalf of the Governor and submitted to the Secretary through the U.S. Department of Labor. At the same time, two other proposals were satisfied by the Governor's written interpretations of the regulations for which waiver requests were proposed and the other four proposals were rejected for specified reasons. The waiver requested in July was approved by the Secretary of Labor in September for the ensuing four years; it excluded 25% of social security income from the family incomes of all "older individuals" applying for any JTPA Title II Program.

In December of 1995, representatives of the San Francisco Committee of Contracting Agencies (CCA) asked representatives of the PIC to resubmit to the Governor one of the four proposed waiver requests that were rejected in July. In April of 1996, Congress authorized the Secretary of Labor to waive certain provisions of the statute and, shortly thereafter, representatives of the CCA and others requested that the PIC resubmit another proposed regulatory waiver request that was also rejected in July because it allegedly related to a statutory requirement.

In May of 1996, two of the four remaining waiver requests that were proposed in October and November of 1994 were resubmitted to the Governor. One of those proposals was to request a waiver of a regulatory requirement (i.e., the single ninety-day post-completion of training period) and the other was to request a waiver of the related statutory and regulatory requirements that all subsidized OJT wages in the JTPA Title IIC (82%-Basic Youth) Program must equal or exceed the average unsubsidized wage recorded in the preceding program year for the JTPA Title IIA (77%-Basic Adult) Program.

In August, the Governor adopted the proposal to waive the statutory requirement regarding OJT wages for youths, took no position on the proposal to waive the regulatory requirement for a single ninety-day post-completion of training period, but forwarded both proposed waiver requests to the Secretary of Labor. The Governor's actions were reported shortly thereafter to the Private Industry Council of San Francisco, to the San Francisco CCA, and to other members of the public.

In November of 1996, representatives of the U.S. Department of Labor solicited public suggestions about the process and procedures that ought to be established to solicit requests for waivers of statutory requirements from governors. The PIC submitted some suggestions and, at the same time, asked for a report on the status of the two waivers which it had proposed in May of 1996 and which the Governor of California had forwarded to Secretary in August of 1996.

In January of 1997, the Labor Secretary waived the regulatory requirement for a single ninety-day post-completion of training period, the State issued its instructions for that waived regulation on the very last day of March of 1997, and authorization to implement that revised regulatory requirement, effective January 1st of 1997, was forwarded to all subcontractors of the PIC in April of 1997.

**ATTACHMENT C (PAGE 2 OF 5)**

**Descriptions of Public Review Process, of "Local Barriers" to be Removed, & Certifications**

In the second week of March of 1997, the State's Employment Development Department announced it was soliciting immediate proposals for the Governor to request waivers of statutory, regulatory, and administrative requirements from the Secretary of Labor, requested that such proposals be communicated to it over the Internet, and announced that the deadline for any proposals was the second week of April.

By the deadline date, approximately 130 waiver requests had been proposed by about a dozen of California's SDA Administrative Entities (including the PIC, the proposals received included all three of the remaining waiver requests that the PIC had proposed in 1994 and that had been previously rejected by the Governor or his representatives). By the end of April, the EDD Staff had recommended to a designated committee of the State Job Training Coordinating Council that the Governor request twelve of the 130 waivers that had been proposed.

In the first week of May, that SJTCC committee held its only public hearing in Los Angeles and copies of the PIC Staff's written comments and suggestions to that committee, along with copies of the EDD's recommendations, were widely distributed within San Francisco. As a result of that hearing, the SJTCC committee recommended several editorial changes to some of the performance improvement goals that were proposed by the EDD Staff and, by the end of May, the Governor submitted his request for twelve waivers to the Secretary of Labor.

About 130 copies each of the EDD recommended waiver requests, of the PIC Staff's comments and suggestions with respect to them, and of the Governor's final requests that were forwarded to the Secretary of Labor were shortly thereafter distributed to all members of the Private Industry Council of San Francisco, to the Mayor and his staff, to the San Francisco CCA, and to other members of the public.

In addition, representatives of the PIC's Staff provided oral status reports to the Council at its public meetings of May 13th and July 8th in regard to:

- the State's solicitation of proposed waiver requests during the months of March, April and May;
- the Governor's twelve waiver requests that were submitted in May; and
- the early-July draft instruction from the EDD that SDA Partners conduct public hearings locally and determine which of the ten "Optional Waivers" being requested by the Governor they wanted to adopt and implement for their SDA in the remaining months of PY'97.

In late-August, the Council's Evaluation Committee held a public hearing to determine which of the nine "Optional Waivers" being requested by the Governor should be adopted and implemented in San Francisco during the remaining months of PY'97 taking into account the "performance improvement goals" that were being proposed by the Governor to be achieved for each waiver adopted by the end of PY'97.

In early-September, the full Council held a public hearing to consider the recommendations of its Evaluation Committee and, on September 22nd, the Council and the Mayor tentatively agreed to adopt seven of the nine "Optional Waivers" being requested by the Governor subject to the Secretary's responses.

In October of 1997:

- Congress, in FFY'98 appropriations legislation for the Labor Department, provided the Secretary with similar authority to waive certain requirements of the JTPA in PY'98; and
- the EDD notified all SDA Administrators that the Secretary of Labor:
  - had approved eleven of the twelve waivers requested by the Governor with an effective date of September 30th of 1997;

ATTACHMENT C (PAGE 3 OF 5)

Descriptions of Public Review Process, of "Local Barriers" to be Removed, & Certifications

- had rejected the proposal for a separate performance improvement goal for each optional waiver that is selected for each SDA;
- would be requiring the State to assume an overall performance improvement goal of four percent relative to its actual performance in PY'96 (instead of in PY'95) for each measure regardless of how many optional waivers are selected by each set of SDA Partners;
- would be requiring the State to develop a scheme in which SDAs that meet and exceed their performance improvement goals in PY'97 would receive financial incentives in PY'98; and,
- most significantly, the EDD withheld authorization for any SDA Administrative Entity to implement any waivers that had been approved until additional discussions could be conducted with representatives of the Labor Department and SDAs to clarify the performance improvement goals that were going to be required to accompany them.

In January of 1998, the EDD published a status report on the discussions that were taking place between its representatives and those of the Labor Department and selected SDAs to clarify the performance improvement goals. This report also stated: "... SDAs (are not authorized) to implement waivers; (that authorization) will be issued by the (EDD) following the completion of negotiations".

In June:

- the EDD notified all SDA Administrators that hardcopies of the revised grant agreement modification conveying the Secretary's May 1998 approvals of ten of the twelve waivers requested by the Governor in May of 1997 and the revised performance improvement goals were available upon request (this grant modification differed from that which the Secretary had proposed in October of 1997); and
- the EDD distributed a draft of its instructions for adopting and implementing approved "Optional Waivers" in SDAs and for assuming the responsibilities for meeting the revised performance improvement goals during the remaining months of PY'98.

In late-July:

- the EDD issued its final instructions for adopting and implementing approved "Optional Waivers" in SDAs and for assuming the responsibilities for meeting the revised performance improvement goals even though, until final PY'97 performance data were available, the specific magnitudes of those goals could not be determined; and
- four members of the Council's Evaluation Committee (i.e., less than a quorum) held another public hearing and determined that, with the revised and clarified "performance improvement goals", the six "Optional Waivers" adopted for San Francisco in September of 1997 should be reaffirmed and a seventh "Optional Waiver" should now be adopted as well and, to the extent possible, all ten "Statewide and Optional Waivers" should be implemented in San Francisco even though it was still not possible to determine:
  - how many adopted waivers could actually be implemented before the end of PY'98;
  - how many months of PY'98 would still remain for implementing each of them; and
  - what the specific magnitudes of each of those "performance improvement goals" would be.

In early September of 1998, the Council reviewed the recommendations of its Evaluation Committee and, along with Mayor Brown, elected to concur.

In summary, of the seven waiver requests proposed by the PIC in October and November of 1994:

ATTACHMENT C (PAGE 4 OF 5)

Descriptions of Public Review Process, of "Local Barriers" to be Removed, & Certifications

- the proposal for the Governor to request a waiver of the regulatory provision at 20 CFR § 626.5 excluding 25% of social security income from applicants' family incomes for only the JTPA Title IIA (5%-Older Individuals) Program and extend it to older individuals applying for any relevant JTPA Title II Program was adopted by the Governor in July of 1995 and approved by the Secretary of Labor for four years in September of 1995;
- the proposal for the Governor to request a waiver of the potential financial penalties at section 20 CFR § 627.215 of the regulations for unwittingly encouraging an employer to relocate by assisting workers it is dislocating in the SDA was satisfied in July of 1995 by the State's written assurance that it would never interpret the regulation in that specific manner;
- the proposal for the Governor to request a waiver of the regulation at section 20 CFR § 627.240 (g)(2) requiring brokering subcontractors to monitor OJT subcontractors when the latter subcontract is let by the SDA Administrative Entity was rejected by the State because that is allegedly what is required by the statute;
- the proposal for the Governor to request waivers of the regulatory provisions at 20 CFR § 627.435, 20 CFR § 627.440, and 20 CFR § 631.13 to reauthorize the use of "fixed-unit-price, performance-based contracts" [FUPPBCs, as authorized in 20 CFR § 629.38 (e)(2) until June of 1993] was initially rejected by the State in August of 1995 because it would result in all "allowable cost and cost classification regulations being waived without providing a reasonable alternative", it was again proposed as a request to waive the same regulations in March of 1997, and it was again rejected by the State in May of 1997 but this time because "fixed-unit-price contracts" (FUPCs, which are distinct from FUPPBCs) are already authorized as "commercially available training packages" in section 141 (d)(3)(A) of the Act and 20 CFR § 627.440 (d)(1)(vi)(A);
- the proposal for the Governor to request a waiver of the administrative requirement [that is "an extension of the regulatory provision at 20 CFR § 627.455 (a)"] permitting only a single 90-day period for job development and placement after the completion of training was initially rejected by the State as "being outside of the regulations", was proposed again in May of 1996, was incorporated in the Governor's waiver request of August 1996 without being specifically adopted by the Governor, and was permanently waived by the U.S. Department of Labor, on behalf of the Secretary, in January of 1997;
- the proposal for the Governor to request a waiver of the regulations at 20 CFR 628.515 (e) excluding the participant as one of the "acceptable sources" for an "objective assessment" was rejected by the State in July of 1995 because the "Act and the regulations clearly intend objective assessments to be conducted by someone other than the participant ..."; and
- the proposal for the Governor to request a waiver of the regulatory provision at 20 CFR 628.804 (i)(1)(i) requiring the subsidized wage for all OJT positions authorized under the JTPA Title IIC (82%-Basic Youth) Program to meet or exceed the average wage at placement in the preceding program for the same SDA's JTPA Title IIA (77%-Basic Adult) Program was initially rejected by the State because it was essentially a statutory requirement, was resubmitted as a proposed statutory waiver of section 264 (d)(3)(C)(i)(I) of the Act in May of 1996, was adopted by the Governor and submitted as a waiver request to the Secretary in August of 1996, absent any acknowledgment of or response to the August 1996 request was resubmitted as a proposed statutory waiver in March of 1997, was again adopted by the Governor and submitted as a waiver request in May of 1997, and was approved by the Secretary as a waiver of the statute in May of 1998.



**ATTACHMENT C (PAGE 5 OF 5)**

**Descriptions of Public Review Process, of "Local Barriers" to be Removed, & Certifications**

**3. "Describe the actions (that will be taken) to remove local barriers (i.e., policies, guidelines, rules and regulations):"**

At this time no local policies, guidelines, regulations, or any other SDA-imposed requirements can be identified as barriers to the implementation of any statewide or optional waiver being adopted for the San Francisco SDA. If, after adopting the waivers, any local policies, guidelines, regulations, or other requirements (including "State-imposed requirements") are identified as barriers to the implementation of any waiver, a plan for removing them will be developed, documented, and, to the extent applicable local, State, or both kinds of authority will be sought to remove them as promptly as possible.

The only major barrier to implementing any adopted waivers and the improved performance that is expected to accompany them is the fact that already fewer than twelve months of PY'98 remain for:

- identifying specific financial or programmatic obligations that may need to be established to implement some of the waivers that have been adopted (e.g., please refer to the second page of Attachment A of this report, etc.);
- identifying other unobligated funds (e.g., reliable information on the amounts of allowable, unexpended, funds that will be carried-over into PY'98 from PY'97 will not be available until September of this year at the earliest, etc.);
- obtaining necessary authorities from the Council and the Mayor, as well as possibly from the Governor, to obligate additional funds for new or modified subcontracts; and,
- implementing the accompanying performance improvements in new or modified subcontracts within however many months of PY'98 that still remain even though the PIC's responsibilities for those improvements in performance took effect at the beginning of PY'98 and expire at the end of PY'98.

**4. Certifications:**

\_\_\_\_\_  
Mayor Willie L. Brown, Jr., City and County of San Francisco

\_\_\_\_\_  
Craig Martin, Chairman, Private Industry Council of San Francisco

\_\_\_\_\_  
Steve Arcelona, President, Private Industry Council of San Francisco, Inc.

\_\_\_\_\_  
Date







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MEMORANDUM

TO: ALL MEMBERS OF THE COUNCIL  
MAYOR WILLIE L. BROWN, JR.

DATE: AUGUST 25, 1998

FROM: BRENT ANDREW, CHAIRMAN 

SUBJECT: OF THE JTPA WAIVERS BEING RECOMMENDED FOR ADOPTION, PLANNING COMMITTEE RECOMMENDATIONS FOR IMPLEMENTING SOME OF THEM

**Background:**

In an accompanying report, representatives of the Evaluation Committee are recommending that the Council and the Mayor adopt all ten of the waivers of JTPA requirements that were approved by the Secretary of Labor in May of this year. A detailed description of each of those waivers is contained in Attachment A to that report.

The recommendations acknowledge that, because the waivers would only be viable until the end of PY'98 (i.e., June 30th of next year), because two months of PY'98 will have already transpired by the date of the Council's next scheduled meeting (on September 8th), and because additional time may be needed to implement some of the waivers that are adopted, it may not be feasible to implement all of the waivers that are eventually adopted.

Since last year's proposal from the Governor to establish specific performance improvement goals (or standards) as "conditions" for adopting "Optional Waivers" has been clarified and revised, there is an implied expectation that not all adopted waivers can be implemented within the shorter period of time.

**Committee Recommendations for Implementing Waivers, if They are Adopted by the Council and the Mayor:**

Because there is no local discretion for adopting the three "Statewide Waivers", there is no local discretion for implementing them. In fact, the State has already taken action:

1. to replace the two current performance standards (i.e., the "Youth Entered Employment Rate" and the "Youth Employability Enhancement Rate") with the "Youth Positive Termination Rate" as a single performance standard for the JTPA Title IIC (82%-Basic Youth) Program;
2. to substitute two cost categories (i.e., "Administration" and "Program") for the three or more categories that are now required for each of the JTPA Title II and III Programs; and
3. to use its unemployment insurance wage database as the source of post-program followup data for all former participants in JTPA Title III Programs in place of the survey responses obtained by the Survey Research Center at the University of California at Berkeley.

Implementation of the following three "Optional Waivers", if they are adopted by the Council and the Mayor, would not require either additional funds or the solicitation of any new proposals:

4. in determining eligibility for any JTPA Title II Program, the PIC could and, it is recommended, should begin immediately excluding Social Security Disability Income from the applicant's family income for those with disabilities;

5. in authorizing expenditures of any "program income", the PIC could and, it is recommended, should disregard the specific JTPA Subpart Program and cost category in which it was earned; and
6. in negotiating PY'98 subcontracts or modifications to those subcontracts under the JTPA Title IIC (82%-Basic Youth) Program or any other JTPA Titles IIA-C (5%-Incentive or 8%-SECG) Program, representatives of the PIC could and, it is recommended, should entertain proposals to establish any of the authorized "Youth Employment Competencies" without regard to the specific ages of the youths participating.

While implementation of the following "Optional Waiver", if it is adopted by the Council and the Mayor, would not require the solicitation of any new proposals (OJT proposals for youths were last solicited, for three program years, in March of 1997), it would require additional funds. Those additional funds would include some or all of the approximately \$13,000 of allowable unexpended PY'97 JTPA Title IIC (82%-Basic Youth) funds that will be carried over into PY'98. They could also include up to 20% of the \$281,000 of allowable unexpended PY'97 JTPA Title IIA (77%-Basic Adult) funds that, after examining other needs for a modification of this subpart plan next month, the Council and the Mayor could approve be transferred to the PY'98 JTPA Title IIC (82%-Basic Youth) Subpart Account. Additional funds could also be potentially realized from whatever funds remain unexpended in the CY'98 JTPA Title IIB (SYETP) Subpart Account and which the Council and the Mayor approve could be transferred to the PY'98 JTPA Title IIC (82%-Basic Youth) Subpart Account. If additional funds can be committed by next month, they could be used:

7. in negotiating modifications to PY'98 OJT Brokering Subcontracts to authorize "On-the-Job Training" (OJT) services under the JTPA Title IIC (82%-Basic Youth) Program without regard to the average wage at placement that was recorded in San Francisco's PY'97 JTPA Title IIA (77%-Basic Adult) Program (which was \$8.76 an hour). Four PY'98 PIC Subcontractors now providing OJT services have indicated that, in aggregate, they could serve up to 33 additional eligible youths in the remaining nine months of PY'98 if up to about \$172,000 of additional funds were made available for that purpose.

While implementation of the following "Optional Waiver", if it is adopted by the Council and the Mayor, would also require additional funds, it would also require a new solicitation of proposals if they were to be incorporated into new subcontracts with the PIC:

8. for the purposes of authorizing expenditures for limited "Employment Generating Activities" (EGA) as described in "JTPA Directive No. D98-2" dated August 11th of this year.

Since any process for soliciting, selecting, negotiating, and executing new subcontracts would consume approximately three months and since that would leave only about six months of PY'98 during which the limited authorization for these uses of JTPA funds would remain viable, the Committee recommends that, if implemented, this waiver should only be implemented through a more immediate modification to the PIC's budget for which no additional solicitation of proposals would be necessary.

While the PIC is providing or plans to provide all of the limited EGA services that would be authorized by this waiver, those now being provided are being partially financed from sources other than JTPA. There is a legal prohibition against substituting JTPA financing for pre-existing financing from other sources. Thus, any additional funds identified for implementing this particular waiver (after taking into account other priorities for additional funds that will be needed for the "mid-PY'98 modification of San Francisco's PY'98-'99 Job Training Plan in October) would seem to be limited to the financing of:

- expansions of EGA services that the PIC is currently providing (e.g., "vouchering services in support of various enterprise zone efforts", "collective marketing services available through JTPA with local economic development practitioners", and "active participation with local business resource centers to provide technical assistance to small and new businesses to reduce the rate of business failure"); and/or

- new EGA services that the PIC may want to provide (e.g., "promoting the use of first-source hiring agreements" and "advertising to industry clusters that match the skill sets of JTPA participants").

Implementation of the following two "Optional Waivers" (both of which were tentatively adopted by the Council and the Mayor in September of last year and both of which are now being recommended by the Evaluation Committee Representatives for final adoption) would require both additional funds and new procurements.

Because the PIC's contract with the San Francisco Department of Human Services and, related to it, San Francisco's initial Federal-Formula, Welfare-to-Work Plan have been developed since September of last year and are being implemented and because both authorize independent "work experience", "job or work readiness", and "post-termination" services for CalWORKS and General Assistance Recipients (which, while not limited to public assistance recipients, are basically identical to the independent "work experience", "job search assistance", "job search skills training", "job club", and "post-termination" services that would be authorized by the following two waivers), because all potentially competing uses for unexpended PY'97 funds have not yet been determined, because procurements of new subcontracts for these newly authorized services would take approximately three months, and because there does not seem to be any immediate interest, the Committee has instructed PIC Staff not to issue any solicitations for proposed subcontracts to implement either of the following two waivers at this time because there would be, at best, only about six months of PY'98 left after the subcontracts could be executed. These two waivers, which the Committee nevertheless recommends be adopted, would authorize:

9. independent (or "stand alone") work experience, job search assistance, job search skills training, and job club services in all JTPA Titles II and III Programs subject to certain additional requirements; and
10. participants in JTPA Title III Programs to receive services (except for financial assistance) consistent with those permitted in JTPA Title II Programs for up to one year after termination, would authorize training as a post-termination service for up to one year in JTPA Titles II and III Programs, and would authorize On-the-Job Training with the current employer in an upgraded job for JTPA Title II Programs.

Representatives of the Committee and the Staff will be available at the Council's September 8th meeting to answer any questions that may arise about the implementation of the waivers which, at the same meeting, Representatives of the Evaluation Committee are recommending be adopted.

cc: PIC and SFDHS Staffs  
Steve Bingham, SFNLAF  
Ed Shoenberger, NCCC  
Paul Fisher, EDD/JTPD  
Virginia Hamilton, CWA

PIC Subcontractors (JTPA Only)  
Antonio Castillo, WAP, Cal. AFL-CIO  
Joe Wilson, Coleman Advocates for Youth  
Armando Quiroz, Region IX USDOL/ETA  
Joan Crigger, USCM

Accompanying Report: July 31st Report from Representatives of the Evaluation Committee





PRIVATE INDUSTRY COUNCIL  
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MEMORANDUM

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TO: ALL COUNCIL MEMBERS  
MAYOR WILLIE L. BROWN, JR.

DATE: JULY 28, 1998

FROM: *for Michael Mee*  
MICHAEL MEE, VICE CHAIRMAN OF THE PLANNING COMMITTEE

SUBJECT: RECOMMENDATIONS FOR YEAR THREE (OCT. 1, 1998-SEPT. 30, 1999) OF THE HOMELESS EMPLOYMENT COLLABORATIVE (HEC)

The HEC has completed one year and nine months of program operations as of June 30, 1998. In the first year we had ten subcontractors:

Arriba Juntos  
Central City Hospitality House  
Community Housing Partnership  
Episcopal Community Services  
Goodwill Industries, Inc.

Jewish Vocational Service  
Northern California Service League  
San Francisco Vocational Services  
Swords to Plowshares  
Toolworks, Inc.

In the second year two more subcontractors were added:

Center for Employment Training

Mission Hiring Hall/SOMEc

Another subcontractor, Catholic Charities, was approved for funding for Year Two but requested to delay the start of the program until Year Three.

The accomplishments of HEC for Year One and the first nine months of Year Two have been good. The numbers served and outcome results to date of the Collaborative as a whole are as follows:

Total Enrolled.....	754	Placement Rate.....	44%
Total Terminated .....	582	Positive Termination Rate .....	68%
Total Placed .....	255	90-Day Job Retention Rate .....	74%
Total Other Positive Terminations .....	141	Average Wage at Placement .....	\$8.21/hr.

A profile of the homeless who have been served by HEC is:

Male .....	64%	Single .....	80%
Female .....	36%	Parent with Children .....	20%
Living on the Streets .....	17%	Less than High School Education .....	32%
Living in Emergency Shelters .....	30%	High School Diploma/GED .....	43%
Living in Transitional Housing .....	21%	Some College .....	20%
Living in Supportive Housing .....	32%	College Degree or more .....	5%
African American .....	45%	Public Assistance Recipients .....	58%
White .....	28%	Disabled .....	54%
Hispanic/Latino .....	18%	Veterans .....	17%
Asian/Pacific Islanders .....	5%		
Native American .....	2%		
Other .....	2%		

The actual outcomes versus the planned outcomes of the Collaborative as a whole are:

PROGRAM RESULTS	YEAR ONE	YEAR TWO (9 MONTHS)	YEAR ONE & TWO COMBINED	% OF PLAN
Planned Enrollments	398	376	774	97%
Actual Enrollments	393	361	754	
Planned Placements	182	96	278	92%
Actual Placements	169	86	255	
Planned Positive Terminations	90	64	154	92%
Actual Positive Terminations	85	56	141	

The staff recommends that the PIC subcontract with the thirteen agencies above for Year Three. Staff also recommends that three of the agencies, Jewish Vocational Service, San Francisco Vocational Service and Swords to Plowshares, all of whom have experienced some difficulty in recruiting and enrolling the homeless into their programs, renegotiate their enrollments goals in their Year Three contracts. This renegotiation would result in reduced funding for their Year Three programs.

Attachments

cc: HEC Subcontractors  
PIC Staff





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.  
MEMORANDUM

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TO: ALL COUNCIL MEMBERS  
HONORABLE MAYOR WILLIE L. BROWN, JR.

DATE: AUGUST 28, 1998

FROM: *Brent Andrew*  
BRENT ANDREW, CHAIRMAN, PLANNING COMMITTEE

SUBJECT: JOB TRAINING PARTNERSHIP ACT (JTPA) ADULT AND YOUTH EMPLOYMENT COMPETENCIES

The Planning Committee reviewed and recommends the Council approve the attached Adult Employment Competencies (AECs) and Youth Employment Competencies (YECs) for Program Year 1998 JTPA subcontractors.

AECs and YECs are positive participant termination categories for which subcontractors and the PIC can receive credit for positive outcomes. The Department of Labor Performance Standards for which the PIC's overall performance is measured are determined by a combination of job placements and competencies met.

Adult Employment Competencies (AECs) consist of two general skill areas: basic educational skills (which include both math and English) or job specific skills. Adults must attain proficiency in at least one of the two skill areas to qualify for an AEC.

Youth Employment Competencies (YECs) consist of three general skill areas: basic educational skills (which include both math and English), job specific skills, and pre-employment work maturity skills. Youths must attain proficiency in two of the three skill areas to qualify for a YEC.

In accordance with federal requirements, the Private Industry Council must approve AECs and YECs in order for the PIC to issue credit to subcontractors. The Competencies shown on the attached pages would be (if you approve them) recognized in the subcontracts for the period beginning July 1 of this year. Furthermore, the achievements of AECs and YECs are utilized in the overall statistical reporting of the JTPA program outcomes to the State Job Training Partnership Division.

PIC staff reminded the Committee that individual programs target differing jobs with differing requirements, and have very different lengths of training.

Attachment

cc: PIC staff  
PIC subcontractors  
Paul Fisher, JTPD





# RECOMMENDED ADULT AND YOUTH EMPLOYMENT COMPETENCIES

Summary of PY'98 PIC JTPA Subcontracts which include AECs and YECs

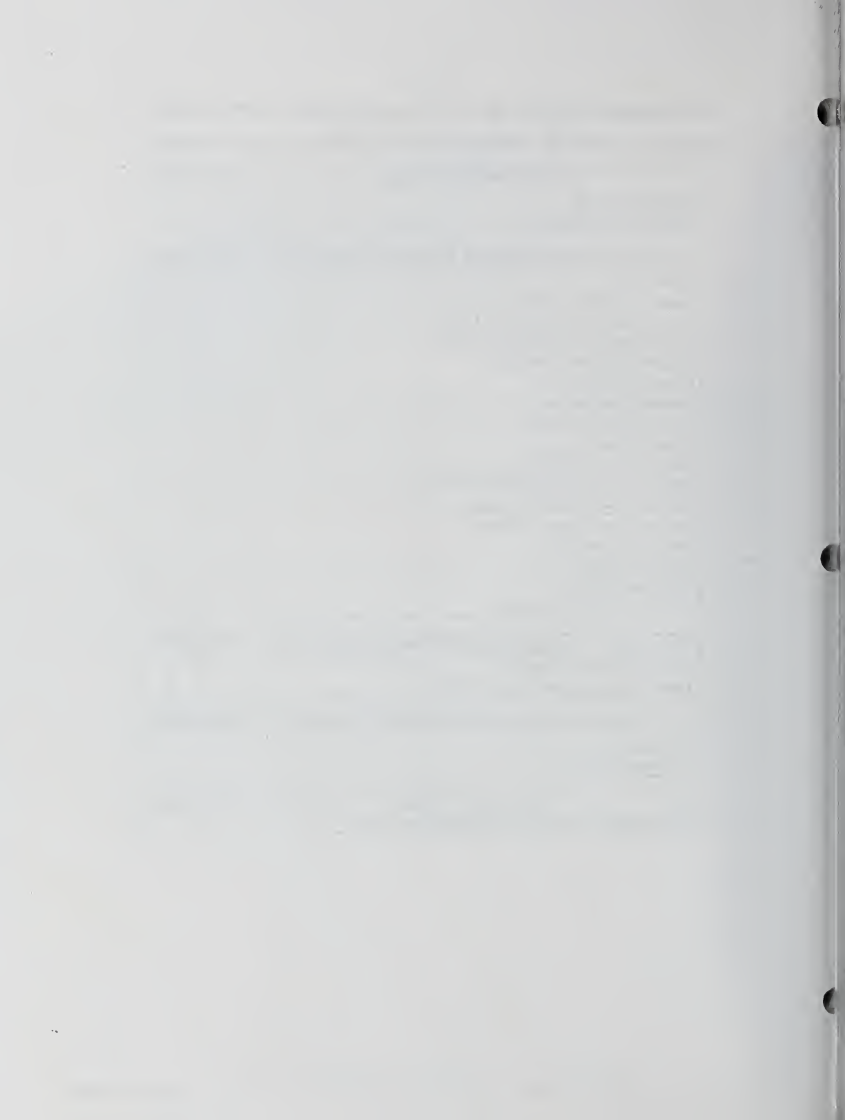
5% Older Individual Programs	AECs	YECs
Korean Center, Inc.	x	
Self Help for the Elderly	x	

77% Basic Training Programs for Disadvantaged Adults	AECs	YECs
Arriba Juntos	x	
Asian Neighborhood Design	x	
Career Resources Development Center	x	
City College of S.F./John Adams Campus	x	
Ella Hill Hutch Community Center	x	
Glide/Job Skills Program	x	
Goodwill Industries, Inc.	x	
Jewish Vocational Service	x	
Korean Center, Inc.	x	
Mission Hiring Hall/SOMEK	x	
Mission Language and Vocational School	x	
Northern California Service League	x	
San Francisco Vocational Services	x	
Swords to Plowshares	x	
The Family School	x	
Third Baptist Church	x	
Young Community Developers	x	

82% Basic Training Programs for Disadvantaged Youths	AECs	YECs
Asian Neighborhood Design		x
Mission Language and Vocational School		x

JTPA Title IIA/C 8%-50% (GAIN/TANF) Programs	AECs	YECs
Arriba Juntos	x	
The Family School	x	x

5% Joseph H. Bailey	AECs	YECs
San Francisco Renaissance Entrepreneurship Center	x	



**OLDER INDIVIDUALS ADULT EMPLOYMENT COMPETENCIES****JTPA TITLE IIA 5% OLDER INDIVIDUALS PROGRAMS****KCI****Korean Center Inc.****OESL**

Sales Occupations, Services, Merchandise Products and Other Sales and Sales-Related Occupations, Counter Customer Service Clerk, Selected Municipal and Related Workers, Other Secretarial related and General Office Workers, Electronic Data processing and other Office Machine Occupations, Food and Beverage Preparation and Service Occupations.

**Entry Requirements**

Job Specific Skills, Primary Skills

1. Lacks previous job experience in this field and show a deficiency in job skills by scoring a maximum of 20% on the KCI Sales and Service Skills Test, or
2. Lacks previous job experience in this field and show a deficiency in job skills by scoring maximum of 30% typing as determined by the KCI developed typing test.

**Exit Requirements**

Job Specific Skills

1. Demonstrate Proficiency by passing KCI Sales and Service Skills Test with a minimum score of 50% or an improvement of at least 50% over the entry-level score, whichever is greater, or
2. Demonstrate Proficiency by Improve at least 25 wpm in typing as determined by the KCI typing test. (clerical only)

**SHE****Self Help for the Elderly****OESL**

Cleaning & Building Service Occupations, except Private Households, other Service Occupations.

**Entry Requirements**

Job Specific Skills, Primary Skills

Lacks previous job experience in this field and show a deficiency in job skills by scoring a maximum of 40% on the SHE-developed house keeping skills test.

**Exit Requirements**

Job Specific Skills

Demonstrate Proficiency by passing the SHE-developed housekeeping skills' post-program test with minimum 70% score or more.

**ADULT EMPLOYMENT COMPETENCIES  
JTPA TITLE IIA 77% BASIC ADULT PROGRAMS**

<b>AJ</b>		<b>OJT</b>
<b>Arriba Juntos</b>		
Various occupations as specified in participant's Individual Services Strategy.		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
No minimum requirements.	Job Specific Skills The OJT trainees must complete a minimum of 50% of the total planned OJT hours and meet the job skill level requirements specified in their OJT contracts for AEC attainments.	
<b>AND</b>		<b>OCT</b>
<b>Asian Neighborhood Design</b>		
Selected Carpentry and Related Workers, Plasterer, Precision Woodworkers, Construction Trades and Extractive Worker Helpers.		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
Job Specific Skills, Primary Skills Lacks previous job experience in this field and show a deficiency in job skills by scoring a maximum of 49% on the AND developed General Woodworking Test.	Job Specific Skills Demonstrate Proficiency by passing two competency-based hands-on projects as certified by the instructor and must also achieve the required exit-test scores on the AND General Woodworking Test as determined by their individual entry-test scores:	
	Entry	Exit      Minimum Increase
	0%	50%      50%
	10%	60%      50%
	20%	70%      50%
	30%	70%      40%
	40%	70%      30%
	49%	80%      31%
<b>CRDC</b>		<b>OESL</b>
<b>Career Resources Development Center</b>		
Health Professionals, Para-Professionals, and Technicians, Merchandise, products, and other sales and sales-related occupations, Selected Banking, Security, Finance, and Credit Workers, Proof Machine Operator, Selected Secretaries and General Office Occupations, Other Secretarial Related and General Office Workers, Electronic Data Processing and Other Office Machine Occupations, Mail and message distribution workers., Material recording, scheduling, dispatching, and distributing occupations.		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
Job Specific Skills, Primary Skills	Job Specific Skills	
a. Maximum WordPerfect score 40%, and	a. Demonstrate ability to produce type written, error-free copy in standard letter, memo, and report format (as per instructor evaluation), and	
b. Maximum medical terminology test score 40% (Medical/Clerical class only).	b. Demonstrate ability (as per instructor evaluation) to perform basic computer workstation operator functions and some system operator functions, e.g., printer operations, initial program load and diskette handling, and	
	c. Demonstrate knowledge of PCs (per instructor evaluation), and	
	d. Achieve a minimum score of 70% on the micro word exam, and	
	e. Achieve a minimum score of 70% on medical terminology test (Medical/Clerical only).	

CRDC		Career Resources Development Center		IR
Various occupations as specified in participant's Individual Services Strategy.				
<u>Entry Requirements</u>		<u>Exit Requirements</u>		
No minimum requirements.		Participants must receive a minimum of one-half of the total planned hours of training and meet or exceed the skill level requirements specified in their IR contracts for AEC attainments.		
CCSF/JAC		City College of San Francisco / John Adams Campus		OCT
Accountants, auditors, and other financial specialists, Librarians, archivists, curators, and other selected education related workers, Other health professionals, paraprofessionals, and technicians, Sales occupations, services, Merchandise, products, and other sales and sales-related occupations, Selected banking, security, finance, and credit workers, Selected insurance workers, Selected investigative and related workers, except insurance, Selected municipal and related workers, Selected lodging and travel workers, Other selected industry specific workers, Secretaries, Other secretarial related and general office workers, Electronic data processing and other office machine occupations, Mail message distribution workers, Material recording, scheduling, dispatching, and distributing occupations, All other clerical and administrative support workers.				
<u>Entry Requirements</u>		<u>Exit Requirements</u>		
Job Specific Skills, Primary Skills		Job Specific Skills		
a. Office Information Processing		a. Office Information Processing participants		
Lacks previous job experience in this field and shows a deficiency in job skills by scoring a maximum of 50% on the Office Information exam.		Demonstrate proficiency by achieving a minimum combined letter score of "C" or higher on the CCSF-JAC Business English exam, the Computer Applications-Introduction course exam, and the Word Processing-Advanced exam (as per instructor's evaluation).		
b. Microcomputer Accounting		b. Microcomputer Accounting participants		
Lacks previous job experience in this field and shows a deficiency in job skills by scoring a maximum of 50% on the Microcomputer Accounting exam.		Demonstrate proficiency by achieving a minimum combined letter score of "C" or higher on the CCSF-Accounting exam, the microcomputer Applications Business course exam, and the spreadsheets course exam (as per instructor's evaluation).		
EHH		Ella Hill Hutch Community Center		OCT
Bakers, bread and pastry, Cooks, short order, Cooks, restaurant, Dining Room and Cafeteria Attendants, Bartender Helpers, Food Preparation Workers.				
<u>Entry Requirements</u>		<u>Exit Requirements</u>		
Job Specific Skills, Primary Skills		Job Specific Skills		
Score a maximum of 50% on the Ella Hill Hutch Comm. Center Culinary (EHHCC) Pre-Exam.		Pass the EHH culinary exam with an overall score of 75 percentage or higher.		
GLIDE		Glide / Job Skills Program		OCT
Merchandise, products, and other sales and sales-related occupations, Selected Banking, Security, Finance, and Credit Workers, Municipal and related workers, Selected Secretaries and General Office Occupations, Other Secretarial Related and General Office Workers, Electronic Data Processing and Other Office Machine Occupations, Mail and message distribution workers, Material recording, scheduling, dispatching, and distributing occupations.				
<u>Entry Requirements</u>		<u>Exit Requirements</u>		
Job Specific Skills, Primary Skills		Job Specific Skills		
Score a maximum of 40% on the Qwiz pre-test.		Score a minimum of 70% on the Qwiz post-test.		

GWI	Goodwill Industries, Inc.	OCT
Merchandise, products, and other sales and sales-related occupations, Selected banking, security, finance, and credit workers, Municipal and related workers, Lodging and travel workers, Selected secretaries and general office occupations, Other secretarial related and general office workers, Electronic data processing and other office machine occupations, Mail and message distribution workers, Material recording, scheduling, dispatching, and distributing occupations, Food and beverage preparation and service occupations.		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
Job Specific Skills, Primary Skills	Job Specific Skills	
Score a maximum of 40% on an applicable proficiency pre-test (retail sales, retail merchandising, hotel and restaurant hospitality, or computer applications)	Score a minimum of 70% on an applicable proficiency post-test (retail sales, retail merchandising, hotel and restaurant hospitality, or computer applications).	
JVS	Jewish Vocational Services	OJT
Various occupations as specified in participant's Individual Services Strategy.		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
No minimum requirements.	Job Specific Skills	
	The OJT trainee must complete a minimum of 50% of the total planned OJT hours and meet the job skill level requirements specified in the OJT contract for AEC attainments.	
JVS	Jewish Vocational Services	IR
Various occupations as specified in participant's Individual Services Strategy.		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
No minimum requirements.	Participants must receive a minimum of one-half of the total planned hours of training and meet or exceed the skill level requirements specified in their IR contracts for AEC attainments.	
KCI	Korean Center Inc.	OESL
Cashier, Counter Customer Service Clerk, Selected Municipal and Related Workers, Other Secretarial related and General Office Workers, Electronic Data processing and other Office Machine Occupations		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
1. Basic Education Skills	1. Basic Educational Skills	
a. Maximum ESL 400 for limited English participants as measured by the Structured Test of English Language,	a. for limited English speaking participants, increase one ESL level (for example from ESL 300 to 400) and one level in math as determined by the TABE and as certified by an instructor of	
b. Maximum D level in math as determined by the Test of Adult Basic Education (TABE).level E, M, or D, for English Speakers	b. for fluent English speakers, increase one level in reading and math as determined by the TABE level E, M, or D and as certified by an instructor, or	
2. Job Specific Skills, Primary Skills	2. Job Specific Skills	
a. Lacks previous job experience in this field and show a deficiency in job skills by scoring maximum of 50% on the KCI developed Computer Competency Test.	a. Demonstrate Proficiency by improving at minimum 25 wpm in typing as determined by the KCI typing test, and	
	b. Demonstrate Proficiency by passing the Word Processing Competency Test with a minimum score of 70%	



<b>MHH/SOM</b>	<b>Mission Hiring Hall / South of Market Employment Center</b>	<b>OCT</b>
Printing Workers, Precision, Printing, Binding, & Related Workers.		
<u>Entry Requirements</u>		<u>Exit Requirements</u>
Job Specific Skills, Primary Skills		Job Specific Skills
Lacks previous job experience in this field and show a deficiency in job skills by scoring Maximum of 40% on the Press Program test		Demonstrate Proficiency by passing the CCSF Press Program test with minimum score of 70% or more.
<b>MLVS</b>	<b>Mission Language and Vocational School</b>	<b>OESL</b>
Merchandise, Products, and other Sales and Sales-related occupations, Selected Banking, Security, Finance and Credit Workers, Insurance Workers, Selected Municipal and Related Workers, Secretaries, Miscellaneous Secretarial Related and General Office Occupations, Electronic Data Processing and Other Office Machine Occupations, Mail and Message Distribution Workers.		
<u>Entry Requirements</u>		<u>Exit Requirements</u>
Basic Education Skills:		VESL I Minimum 400 ESL
VESL I - Max ESL 200		VESL II Minimum 400 ESL
VESL II - Max ESL 300		VESL III Minimum 500 ESL.
VESL III - Max ESL 400		
(LET) Latino Employment and Training - 500 or 11th grade		One ESL level improvement.
Maximum 8th grade for all programs.		One ESL level improvement
Job Specific Skills, Primary Skills		Score at least 55% or higher on the TABE test.
Maximum 25 wpm		26 wpm net increase, 60 spm on the 10 key calculator, alpha/ numerical filing in 5 minutes.
<b>NCSL</b>	<b>Northern California Service League</b>	<b>OJT</b>
Various occupations as specified in participant's Individual Services Strategy.		
<u>Entry Requirements</u>		<u>Exit Requirements</u>
No minimum requirements. (NCSL OJT continued)		Job Specific Skills
		The OJT trainee must complete a minimum of 50% of the total planned OJT hours and meet the specified job skill level requirements for AEC attainments.
<b>NCSL</b>	<b>Northern California Service League</b>	<b>IR</b>
Various occupations as specified in participant's Individual Services Strategy.		
<u>Entry Requirements</u>		<u>Exit Requirements</u>
No minimum requirements.		The participants must receive a minimum of one-half of the total planned hours of training and meet or exceed the skill level requirements specified in their IR contracts for AEC attainments.

SFVS San Francisco Vocational Services		OCT
Selected banking, security, finance, and credit workers, Insurance Claims and Examining Clerk, Selected Municipal and related workers, Secretaries, General and Medical, Other Secretarial related and general office workers, Mail Machine Operators - preparation and handling, Postal Service Clerks.		
<b>Entry Requirements</b> Job Specific Skills, Primary Skills Lack previous job experience in this field and show a deficiency in job skills by scoring a maximum. Depending on the training course:		<b>Exit Requirements</b> Job Specific Skills Demonstrate Proficiency by passing the following course depending on which course was selected.
a. Secretarial/Word Processing - able to type at least 45 wpm and score a minimum composite of 400 points on the following SFVS developed course exams: Business English, Business Arithmetic, Business Correspondence, Business Simulations, Filing, Lotus 1, 2, 3, Record Keeping, and Word Processing.		a. Secretarial/Word Processing - increase typing speed by at least 10 wpm and score at least 680 points or improve by at least 100 points, whichever increase is greater, on the course exams.
b. General Office Assistant - able to type at least 30 wpm and score a minimum composite of 165 points on the following SFVS-developed course exams: Business English, Business Arithmetic, Business Correspondence, Filing, Record Keeping, and Word Processing.		b. General Office Assistant - increase typing speed by at least 10 wpm and score at least 440 points or improve by at least 100 points, whichever increase is greater, on the course exams.
c. General Accounting Clerk - able to type at least 30 wpm and/or perform 75 spm on the 10-key and score a minimum composite of 185 points on the following SFVS-developed course exams: Business English, Business Arithmetic, Accounting, Lotus 1, 2, 3, and Record Keeping.		c. General Account Clerk - increase typing speed by at least 10 wpm and/or their 10-key by at least 50 spm and score at least 390 points or improve by at least 100 points, whichever increase is greater, on the course exams.
d. Customer Service - able to type at least 20 wpm and score a minimum composite of 165 points on the following SFVS-developed course exams: Business Correspondence/ Clerical Production, Business Arithmetic, Business English, Record keeping, Customer Service Methods and Techniques and Workshops/ Lab and Research.		d. Customer Service - increase typing speed by at least 10 wpm and score at least 265 points or improve by at least 100 points, whichever increase is greater, on course exams.
SFVS San Francisco Vocational Services		OJT
Various occupations as specified in participant's Individual Services Strategy.		
<b>Entry Requirements</b> No minimum requirements.		<b>Exit Requirements</b> Job Specific Skills Must complete a minimum of 50% of the total planned OJT hours and meet the specified job skill level requirements for AEC attainments.

STP		Swords to Plowshares	OJT
Various occupations as specified in participant's Individual Services Strategy.			
<u>Entry Requirements</u>		<u>Exit Requirements</u>	
No minimum requirements.		Job Specific Skills The OJT trainee must complete a minimum of 50% of the total planned OJT hours and meet the specified job skill level requirements for AEC attainments.	
TFS		The Family School	OCT/BRE
Miscellaneous personal service occupations (includes childcare workers), Librarians, Archivists, Curators, and other selected education related workers (includes teacher aides), Miscellaneous industry specific clerical (includes teacher's aides and educational assistants, clerical).			
<u>Entry Requirements</u>		<u>Exit Requirements</u>	
Job Specific Skills, Primary Skills Lacks previous job experience in this field and show a deficiency in job skills in vocational childcare training.		1. Basic Education Skills Improve a minimum of three (3 ) scale scores in reading and math on the CASAS 2. Job Specific Skills Demonstrate Proficiency by completing six (6) units of Early Childhood Education, as evidenced by transcripts.	
TBC		Third Baptist Church	IR
Various occupations as specified in participant's Individual Services Strategy.			
<u>Entry Requirements</u>		<u>Exit Requirements</u>	
No minimum requirements.		Participants must receive a minimum of one-half of the total planned hours of training and meet or exceed the skill level requirements specified in their IR contracts for AEC attainments.	
YCD		Young Community Developers	IR
Various occupations as specified in participant's Individual Services Strategy.			
<u>Entry Requirements</u>		<u>Exit Requirements</u>	
No minimum requirements.		Participants must receive a minimum of one-half of the total planned hours of training and meet or exceed the skill level requirements specified in their IR contracts for AEC attainments.	
YCD		Young Community Developers	OJT
Various occupations as specified in participant's Individual Services Strategy.			
<u>Entry Requirements</u>		<u>Exit Requirements</u>	
No minimum requirements.		Job Specific Skills Trainee must complete a minimum of 50% of the total planned OJT hours and meet the job skill level requirements for AEC attainments.	

**YOUTH EMPLOYMENT COMPETENCIES  
JTPA TITLE IIC 82% BASIC YOUTH**

**AND**

**Asian Neighborhood Design**

**OCT**

Selected Carpentry and Related Workers, Plasterer, Precision Woodworkers, Construction Trades and Extractive Worker Helpers.

**Entry Requirements**

1. Basic Educational Skills
  - a. Maximum E level in reading as determined by the Test for Adult Basic Education (TABE).
  - b. Maximum score of 59% on the AND developed Basic Math and

**Exit Requirements**

1. Basic Educational Skills
  - a. Increase a minimum of one level in reading as determined by the Test of Adult Basic Education (TABE), and
  - b. Participants must achieve the required math exit-test scores as determined by their individual entry-test scores:

Entry	Exit	Minimum Increase
10%	60%	50%
20%	70%	50%
30%	70%	40%
40%	70%	30%
50%	80%	30%
59%	90%	31%

2. Job Specific Skills, Primary Skills  
Lacks previous job experience in this field and show a deficiency in job skills scoring a maximum of 49% on the AND developed General Woodworking Test.

2. Job Specific Skills  
Demonstrate Proficiency by passing two competency-based hands-on projects as certified by the instructor and must also achieve the required exit-test scores on the AND General Woodworking Test as determined by their individual entry-test scores:

Entry	Exit	Minimum Increase
0%	50%	50%
10%	60%	50%
20%	70%	50%
30%	70%	40%
40%	70%	30%
49%	80%	31%

**MLVS**

**Mission Language And Vocational School**

**OESL**

Merchandise, Products, and other Sales and Sales-related occupations, Selected Banking, Security, Finance and Credit Workers, Insurance Workers, Selected Municipal and Related Workers, Secretaries, Miscellaneous Secretarial Related and General Office Occupations, Electronic Data Processing and Other Office Machine Occupations, Mail and Message Distribution Workers.

**Basic Education Skills:**

VESL I - Max ESL 200  
VESL II - Max ESL 300  
VESL III - Max ESL 400

**Exit Requirements**

VESL I Minimum 400 ESL  
VESL II Minimum 400 ESL  
VESL III Minimum 500 ESL.

(LET) Latino Employment and Training - ESL 500  
Job Skills ESL 500

One ESL level improvement.  
One ESL level improvement

Maximum D level in math as determined by the Test for Adult Basic Education (TABE).

Score at least 55% or higher on the TABE test.

Job Specific Skills, Primary Skills  
Maximum 25 wpm

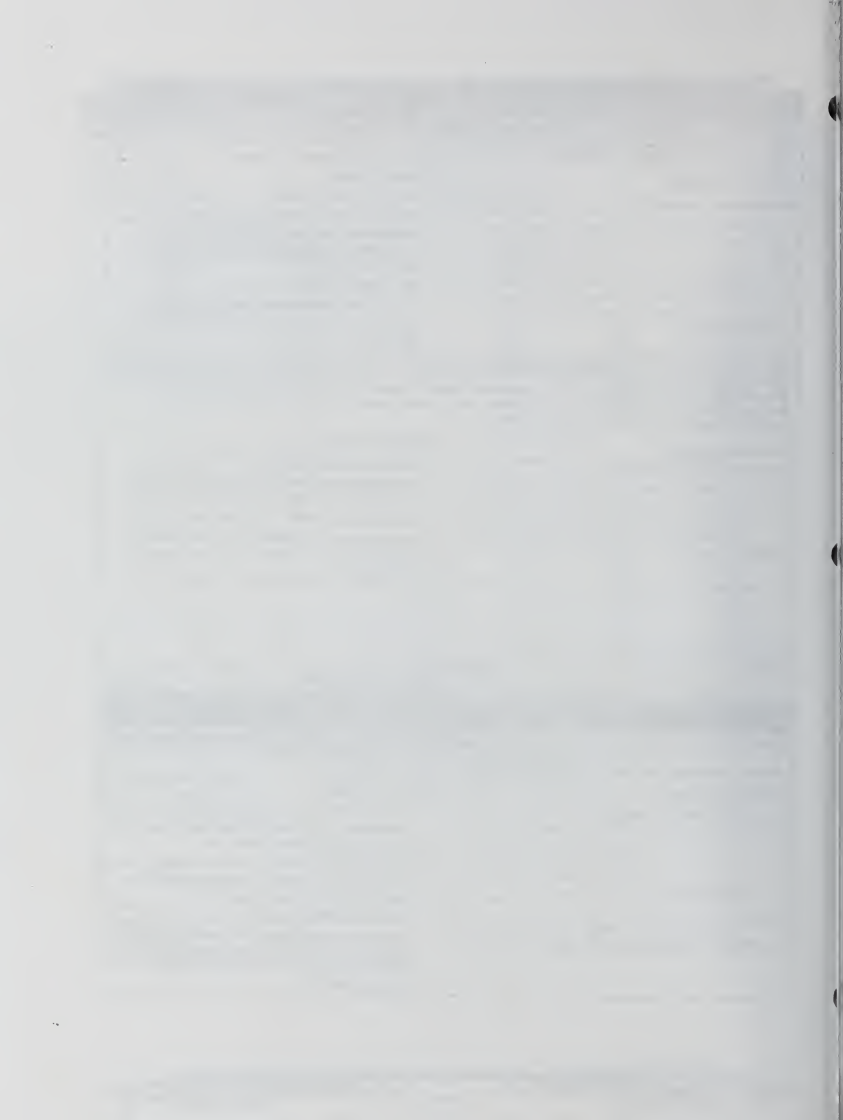
26 wpm net increase, 60 spm on the 10 key calculator, alpha/ numerical filing in 5 minutes.

**STATE EDUCATION COORDINATION GRANTS EMPLOYMENT COMPETENCIES  
JTPA TITLE II/C 8%-50% SCHOOL-TO-CAREER PROGRAMS**

AJ	Arriba Juntos (GAIN/TANF) Adult	OCT/BRE
Health Services and Related Occupations.		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
No minimum requirements.	<ol style="list-style-type: none"> <li>1. Basic Education Skills Improve a minimum of three scale scores in reading and math as determined by the Comprehensive Adult Student Assessment System (CASAS), or</li> <li>2. Job Specific Skills Demonstrate Proficiency by Attain State-approved certification as a Certified Nursing Assistant.</li> </ol>	
TFS	The Family School (GAIN/TANF Adult and Youth)	OCT/BRE
Miscellaneous personal service occupations (includes childcare workers), Librarians, Archivists, Curators, and other selected education related workers (includes teacher aides), Miscellaneous industry specific clerical (includes teacher's aides and educational assistants, clerical).		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
No minimum requirements.	<ol style="list-style-type: none"> <li>1. Basic Education Skills Improve a minimum of 3 scale scores on the CASAS in both math and reading skills, and</li> <li>2. Job Specific Skills Demonstrate Proficiency complete 6 units of Early Childhood Education as evidenced by transcripts.</li> </ol>	

**"JOSEPH S. BAILEY MEMORIAL" EMPLOYMENT COMPETENCIES  
JTPA TITLE II/C 5% INCENTIVE PROGRAMS**

SFR	Renaissance	Entrepreneurship Center
Various occupations as specified in participant's Individual Services Strategy.		
<u>Entry Requirements</u>	<u>Exit Requirements</u>	
No minimum requirements.	<ol style="list-style-type: none"> <li>1. Successfully complete the REC core curriculum, and have created a business plan (as per the REC evaluation), or</li> <li>2. Obtained the necessary skills to further expand a pre-existing business (as per the REC evaluation), or</li> <li>3. Enter into employment, or</li> <li>4. Successfully completed the pre-employment activities, designed by the participant and the REC consultant, in the participant's Self Employment File.</li> </ol>	







PRIVATE INDUSTRY COUNCIL  
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MEMORANDUM

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TO: ALL COUNCIL MEMBERS  
HONORABLE MAYOR WILLIE L. BROWN, JR.

DATE: AUGUST 18, 1998

FROM: LINDA DAVIS, REFUGEE COMMITTEE VICE CHAIR

*ISA for L.D.*

SUBJECT: RECOMMENDATIONS FOR FEDERAL FISCAL YEAR (FFY) 1998 REFUGEE  
EMPLOYMENT SOCIAL SERVICES (RESS) AND TARGETED ASSISTANCE (TA)  
FORMULA ALLOCATIONS

The Refugee Committee met on August 18, 1998, reviewed PIC staff's FFY 1998 refugee program funding recommendations, and is submitting the following recommendations for your approval.

Eleven proposals from eight organizations were received by the July 23 deadline in response to the Request For Proposal (RFP) issued June 25, 1998. Each proposal was read and scored by three members of the review Task Force.

Attached are three tables (blue). Table 1 displays each of the proposals sorted by activity to facilitate comparisons between proposals.

The right-hand portion of Table 1 also includes the Refugee Committee recommendations, including the recommended dollar amount. The Refugee Committee made one amendment to staff's recommendations. The Committee is recommending funding in the amount of \$37,910 for Refugee Transitions' Employment Services (ES) program and is not recommending funding for Career Resources Development Center's (CRDC) ES program. Committee members had concerns about staff's written comments regarding CRDC's poorly written ES proposal. CRDC did not send a representative to the committee meeting.

The service levels for those proponents recommended for funding have been adjusted based on the dollar amount being recommended. The recommended placements are based on the proposed placement rate submitted by each proponent. The proposals have been grouped by similar activities. Please note that 100 points is the maximum score which could be earned by an agency proposing employment services (ES/VT/IR) while 80 points is the maximum for those agencies proposing to provide Acculturation/Social Adjustment Services (A/SAS).

Table 2 displays the point scores for each of the proposals sorted by activity.

Table 3 displays the performance data both for the previous year's performance from October 1, 1996 through December 31, 1997, including the 90-day follow-up, as well as this year's performance from October 1, 1997 through June 30, 1998 (nine months) for those proponents that are currently receiving refugee funds. Each subcontractor is listed by component with the planned and actual enrollments and job entries, along with the employment entry rates, which are actual placements versus actual terminations.

With respect to the participant characteristics, PIC staff will negotiate with each of the subcontractors to achieve the planned country of origin percentages in the Refugee County Plan.



The total amount of funds available for services this year is \$990,792, which is \$42,247 less than last year (4%). After the RFP was issued, staff received final TA allocation figures which included \$727 less for services. The RESS figures are still preliminary. We are expecting some carry forward funds from FFY 1997, but these will not be determined until October or November. We are also anticipating additional RESS funds, but we have not received any official notification of these yet.

The Refugee Committee is recommending that the Central Intake Point (CIP) be funded at the same percentage of the services' funds as in the past (12.1%). It is also recommended that as additional funds become available, the CIP be considered for increased funding relative to the increase in goals and services.

No agency identified as a Mutual Assistance Association (MAA) applied for the funds set aside for MAAs to provide acculturation and social adjustment services.

The Committee is recommending that only \$30,000 be set aside to cover the costs for MUNI Fast Passes and/or tokens and also to cover the potential childcare expenses that may arise for refugees who are not CalWORKs participants or otherwise eligible to receive such assistance from the Department of Human Services (DHS).

These recommendations reflect an increased emphasis on employment services versus acculturation services because of welfare reform and the CalWORKs program's focus to get Temporary Assistance to Needy Families (TANF) recipients into jobs. DHS is now also starting the Personal Assisted Employment Services (PAES) program which is a similar employment focused program for General Assistance (GA) recipients.

These recommendations also reflect an increased emphasis on Vocational Training (VT) programs versus Employment Services (ES) programs, because of the expressed desire of CalWORKs clients for vocational training and our difficulty over the past couple of years to fill ES slots.

#### Attachments

cc: Refugee Proponents  
Refugee Committee  
Roger Caron, CDSS  
DHS Staff  
PIC Staff

## PRIVATE INDUSTRY COUNCIL REFUGEE PROPOSAL RECOMMENDATIONS

No.	Proponent	Proposed					Recommendation							
		\$ Request	Activity	Cost Per Person	Svc. Level	# of Placs.	Place. Rate	Wage	SPL 0-4	SPL 5+	\$ Recom.	Svc. Level	# of Placs.	Place. Rate
#03	Refugee Transitions	\$27,637	A/SAS	\$263.21	105	NA	NA	NA	100	5	\$23,712	90	NA	NA
#06	International Institute of S.F.	\$64,694	A/SAS	\$269.56	240	20	8%	\$6.00	220	20	\$35,583	132	NA	NA
#01	International Rescue Committee	\$133,512	C/P	NA	NA	NA	NA	NA	NA	NA	\$119,886	NA	NA	NA
#02	Catholic Charities/REAP	\$336,000	ES	\$1,400.00	240	156	65%	\$6.50	240	0	\$192,623	137	89	65%
#04	Refugee Transitions	\$42,428	ES	\$1,212.23	35	24	69%	\$6.50	24	11	\$37,910	31	21	68%
#05	African Imm. & Ref. Res. Ctr.	\$64,140	ES	\$2,138.00	30	24	80%	\$5.75	22	8	\$32,711	15	12	80%
#08	Career Resources Develop. Ctr.	\$96,061	ES	\$1,601.02	60	48	80%	\$7.00	52	8	\$0	0	0	NA
#09	Community Educational Services	\$40,260	ES	\$1,150.27	35	23	66%	\$6.50	24	11	\$24,439	21	14	66%
#10	Jewish Vocational Service	\$331,647	ES	\$2,009.98	165	107	65%	\$7.50	116	49	\$212,453	106	69	65%
#07	Career Resources Develop. Ctr.	\$114,400	VT	\$2,200.00	52	47	90%	\$7.00	14	38	\$85,800	39	35	90%
#11	Jewish Vocational Service	\$172,664	VT	\$2,784.90	62	48	77%	\$7.50	23	39	\$143,175	52	41	78%
	Subtotal	\$1,423,443			1,024	497	49%		835	189	\$908,292	623	281	45%
	IR Set Aside	\$0									\$52,500			
	Transportation/Childcare	\$0									\$30,000			
	Total	\$1,423,443									\$990,792			



**Table 2**  
**Point Scores**

**SORTED BY ACTIVITY**

No.	Proponent	Activity	A1	A2	B1	B2	B3	C	D1	D2	D3	TTL	MAX.
#06	International Institute of S.F.	A/SAS	5	14	8	9	13	15	10	NA	NA	74	[80]
#03	Refugee Transitions	A/SAS	4	13	8	9	14	14	10	NA	NA	72	[80]
#01	International Rescue Committee	CIP	10	14	15	15	9	9	15	10	0	97	[100]
#10	Jewish Vocational Service	ES	5	13	9	9	13	14	5	8	10	86	[100]
#02a	Catholic Charities/REAP	ES	4	13	8	8	14	14	9	8	6	84	[100]
#09	Community Educational Services	ES	3	12	6	6	10	9	10	8	6	70	[100]
#05	African Imm. & Ref. Res. Ctr.	ES	3	10	8	7	11	10	5	10	4	68	[100]
#08	Career Resources Develop. Ctr.	ES	4	7	7	7	9	10	7	10	7	68	[100]
#04	Refugee Transitions	ES	3	5	7	7	10	12	9	8	6	67	[100]
#02c	Catholic Charities/REAP	IR	4	5	6	6	11	12	10	10	10	74	[100]
#11a	Jewish Vocational Service	VT	5	14	9	10	15	14	7	7	10	91	[100]
#11b	Jewish Vocational Service	VT	5	14	9	10	15	14	7	8	7	89	[100]
#11c	Jewish Vocational Service	VT	5	14	9	10	15	14	6	8	7	88	[100]
#02b	Catholic Charities/REAP	VT	4	10	7	7	11	13	6	10	7	75	[100]
#07	Career Resources Develop. Ctr.	VT	4	9	7	7	10	10	10	9	6	72	[100]



TABLE 3  
REFUGEE PERFORMANCE DATA  
FOR FFY 1996 AND FFY 1997

EMPLOYMENT SERVICE/ENGLISH LANGUAGE TRAINING

Subcontractor	Actual/Planned Enrollments			Actual/Planned Employment Entries			Employment Entry Rate <sup>2</sup>		
	FFY96 *		FFY97 °	FFY96 *		FFY97 °	FFY96 *		FFY97 °
	Actual	Plan %		Actual	Plan %		EE	Term %	
Community Educational Services	11	25 44%	9	34 26%	4	23 17%	4	11 36%	6 9 67%
Jewish Vocational Service	177	234 76%	103	150 69%	99	152 66%	49	89 55%	99 177 56%
Career Resources Dev. Ctr.	20	36 56%	16	50 32%	5	29 17%	8	24 33%	5 20 25%
TBC-African Immig. & Rel. Res. Ctr.	19	35 54%	12	13 92%	5	28 18%	6	10 60%	5 19 26%
Catholic Charities/REAP	70	118 59%	73	119 61%	25	89 28%	50	45 111%	25 70 36%
TOTALS	297	448 66%	213	366 58%	138	321 43%	119	190 63%	138 297 46%

VOCATIONAL TRAINING/VOCATIONAL ENGLISH-AS-A-SECOND-LANGUAGE

Subcontractor	Actual/Planned Enrollments			Actual/Planned Employment Entries			Employment Entry Rate <sup>2</sup>		
	FFY96 *		FFY97 °	FFY96 *		FFY97 °	FFY96 *		FFY97 °
	Actual	Plan %		Actual	Plan %		EE	Term %	
Career Resources Dev. Ctr.	12	16 75%	26	26 100%	5	14 36%	9	11 82%	5 12 42%
Catholic Charities/REAP	NA	NA	3	5 60%	NA	NA	0	5 0%	NA NA 0 0 NA
Jewish Vocational Service	5	5 100%	31	31 100%	3	4 75%	10	13 77%	3 5 60%
TOTALS	17	21 81%	60	62 97%	8	18 44%	19	29 66%	8 17 47%

ACCULTURATION/SOCIAL ADJUSTMENT SERVICES

Subcontractor	Actual/Planned Enrollments			Actual/Planned Employment Entries			Employment Entry Rate <sup>2</sup>		
	FFY96 *		FFY97 °	FFY96 *		FFY97 °	FFY96 *		FFY97 °
	Actual	Plan %		Actual	Plan %		EE	Term %	
International Institute of S.F.	333	648 51%	199	225 88%	NA	NA	NA	NA	NA NA NA
Refugee Transitions	NA	NA	69	73 95%	NA	NA	1	0 ∞	NA NA NA NA
TOTALS	333	648 51%	268	298 90%	NA	NA	NA	NA	NA NA NA

\* These data are for the 15-month period from October 1, 1996 through December 31, 1997 which includes the close-out period.

° These data are for the 9-month period from October 1, 1997 through June 30, 1998.

° Employment Entries (EE)/Total Terminations (Term)

NA - Not Applicable







PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

NOTICE of a PUBLIC MEETING  
of the  
PRIVATE INDUSTRY COUNCIL

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Please RSVP to the PIC's receptionists at 415/431-8700 no later than Friday, November 6

DATE:	Tuesday, November 10, 1998
TIME:	3:00 - 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

*Agenda appears on reverse side*

Issued October 30, 1998



If you require special accommodation due to a disability, please call Roberta Fazande at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance

**Know your rights under the Sunshine Ordinance**  
(Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415/554-6075.

## **Agenda**

### **PRIVATE INDUSTRY COUNCIL** **Meeting of November 10, 1998**

- 1. Public testimony on agenda items \* \***
- 2. Adoption of agenda \***
- 3. Approval of minutes**
  - a. From the Council's September 8 meeting (to be mailed) \*
  - b. From the Board of Directors' October 20 meeting (to be mailed; vote by Directors only) \*
- 4. Chairman's report**
  - a. Welcome of new members
  - b. Appointment of new Planning Committee chairman
  - c. Board of Directors' October 20 meeting
  - d. Proposed Memorandum of Understanding (MOU) between the PIC and the S.F. Housing Authority (enclosed) \*
- 5. Forum**

Member of the San Francisco Youth Commission, discussing the Commission's mission and work and the inclusion of young people on boards.
- 6. Committee reports**
  - a. Planning Committee — Brent Andrew
    1. Summary report on 1998 summer youth programs & recommendations (enclosed) \*
    2. Recommendations for a midterm modification to the PY'98 JTPA Job Training Plan (enclosed) \*
    3. Update on the responses to the Request For Qualifications (RFQ) for the CalWORKs Employment and Training Program (enclosed) \*
  - b. Jobs For Youth — Mark Mosher
- 7. Staff reports**

1999 EDD Labor Market Information contract with PIC for Occupational Outlook report \*
- 8. President's report (to be mailed)**
  - a. Committee of Contracting Agencies (CCA) Workforce Development Forum
  - b. Tagline for PIC logo
  - c. Welfare-to-Work Urban Initiative
  - d. Status of CalWORKs activities
  - e. PY'97 annual report to the Governor (enclosed)
- 9. Public testimony on non-agenda items \* \***

\* May require action by the Council

\*\* Up to 15 minutes are scheduled for public testimony. The Chairman may set in advance a time limit for the testimony of individuals or organizations.



PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

MEMORANDUM

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**TO:** MEMBERS, PRIVATE INDUSTRY COUNCIL  
MAYOR WILLIE L. BROWN JR.

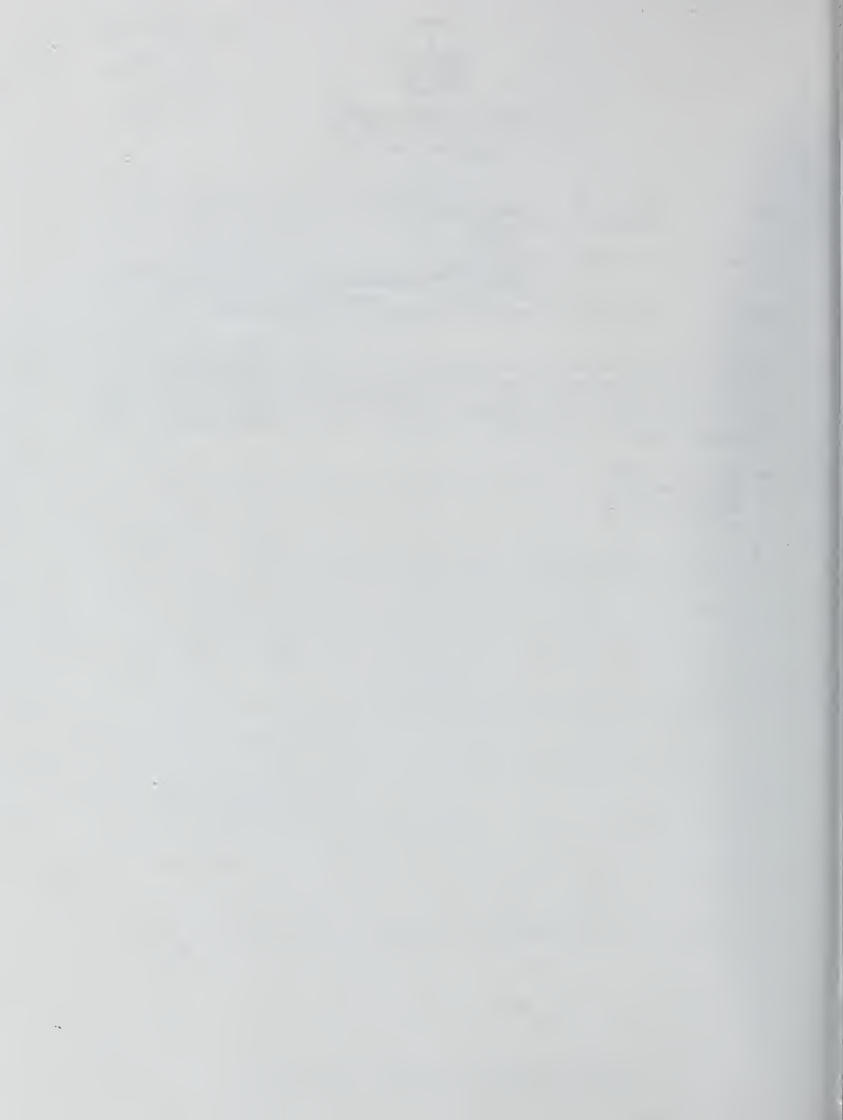
**DATE:** OCTOBER 30, 1998

**FROM:** STEVE ARCELONA

**SUBJECT:** DRAFT MEMORANDUM OF UNDERSTANDING - PIC AGENDA ITEM 4d

Attached is a copy of a draft Memorandum of Understanding which has been negotiated between the San Francisco Housing Authority and the Private Industry Council of San Francisco, Inc. The MOU is meant to improve the working relationship between the two organizations and to improve services to residents of public housing. The draft is also scheduled to be considered by the San Francisco Housing Authority Commission at its meeting of November 12th.

cc: Ronnie Davis SFHA  
Sharon Hewitt DHS  
Matthew Thomas SFHA  
PIC Staff



DRAFT

(Agenda item 4.d.)

## Memorandum Of Understanding

**WHEREAS** the Private Industry Council of San Francisco, Inc. offers a variety of both group-based and individualized employment and training opportunities that address the labor force needs of almost any resident of a public housing development managed by the San Francisco Housing Authority or of private housing financed through the SFHA's "Section 8 Program";

**WHEREAS** the rates at which SFHA clients have sought and acquired the opportunities that are available to them in the PIC's program system seems to be lower than they have been in the past;

**WHEREAS** implementation of the federal *Workforce Development Act of 1998* by the PIC and others, implementation of the CalWORKs Program and the Personal Assisted Employment Services (PAES) Program by the San Francisco Department of Human Services and others, and implementation of the HOPE VI and other self sufficiency programs by the SFHA will increase the aggregate number of employment and training opportunities that are potentially available for SFHA's clientele;

**WHEREAS** the potential choices for and benefits to SFHA's clientele would be greatly enhanced if their access to information about all of those and other related employment and training opportunities is coordinated, arrayed comprehensively, and offered in easily accessible one stop locations such as the "San Francisco Career Link Center System" which is now being developed by a partnership comprised of the City College of San Francisco, of the PIC, of the SFDHS, and of other related federal, state, and local organizations;

**WHEREAS** the SFHA could make valuable contributions to both its clientele and "San Francisco's Career Link Center System" if it were to make a commitment to participate actively in the partnership that is creating the "San Francisco Career Link Center System"; and,

**WHEREAS** the administrations of the SFHA and the PIC are poised to collaborate much more closely than has been the case recently;

**BE IT RESOLVED** that the San Francisco Housing Authority Commission and the Private Industry Council of San Francisco instruct the executives of both the SFHA and the PIC, Inc.:

1. to establish a series of periodic meetings in which:
  - a. specific goals and objectives that are common to both organizations can be developed and, if changes in policies are required for either organization, proposed for adoption by their respective policy makers or, if already authorized in the organization's policies, implemented immediately;
  - b. specific areas of organizational collaboration (e.g., between the planning units of each organization, between the program managers of each organization, between the accounting units of each organization, between the management information systems units of each organization, between the data analysts and program evaluators of each organization, etc.) can be identified and specific staff assigned to implement those goals and objectives; and
  - c. the procedures by which progress in achieving established goals and objectives shall be periodically reported, through the executives of each organization, to their respective advisory bodies and policy makers;

# DRAFT

2. to determine whether the SFHA should become a partner in the "San Francisco Career Link Center System" and, if so,
  - a. what could the SFHA offer the system and how could it benefit from participating in it; and
  - b. what could the system offer the SFHA and its clientele and how could it benefit from the SFHA's participation in it as a partner; and
3. to determine if there are opportunities for the SFHA and the PIC to collaborate in the development of joint proposals that would benefit the clientele of both organizations and, if there are, to develop those proposals for the consideration of both sets of policy makers.

This Memorandum of Understanding will remain in effect until modified in writing by a subsequent agreement of both parties or until terminated in writing by either party.

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Ronnie Davis  
Executive Director  
San Francisco Housing Authority

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Steve Arcelona  
President  
Private Industry Council of San Francisco, Inc.

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Date Signed

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Date Signed



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

MEMORANDUM

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TO: MEMBERS, PRIVATE INDUSTRY COUNCIL  
MAYOR WILLIE L. BROWN, JR.

DATE: OCTOBER 29, 1998

FROM: MICHAEL MEE, CHAIRMAN *Michael Mee*

SUBJECT: SUMMARY REPORT ON ALL 1998 SUMMER YOUTH PROGRAMS ADMINISTERED BY THE PIC (ATTACHED) AND SOME RECOMMENDATIONS (Agenda Item 6.a.1.)

Mr. Arcelona announced that, in the appropriations which the Administration and Congress agreed upon for Federal Fiscal Year 1999 (beginning October 1st of this year), full funding for the 1999 JTPA Title IIB Summer Youth Employment and Training Program (SYETP) had been restored. The amount appropriated (\$871 million) is identical to the amount appropriated for the 1998 JTPA Title IIB (SYETP). For the second time in three years, the House of Representatives had recommended that the JTPA Title IIB (SYETP) be completely eliminated.

The Committee reviewed, discussed, and accepted:

- the attached summary report on all summer youth programs that were administered by the PIC during the summer of 1998; and,
- for each of the fourteen subcontracted programs under the JTPA Title IIB (SYETP), more-detailed reports by representatives of the PIC's Staff and by representatives of the PIC Subcontractor.

Anyone wishing to review the reports for any particular subcontractor should contact the PIC Staff, at the telephone number below, for copies of them since they are not attached.

One theme that was evident in many of the reports that were reviewed was that process for determining and certifying the eligibilities of young people not only to enroll in JTPA Programs but, perhaps more significantly, to accept any kind of employment had become much more burdensome and perhaps required more time.

Representatives of many subcontractors noted that setting aside the last two or three weeks of April, the whole month of May, and a week of two of the month of June to recruit approximately 1,500 youths, to allow them time to gather the documentation that is required (e.g., birth certificates, social security cards, authorizations to accept employment in the United States, work permits, etc.), to determine their eligibilities from that documentation (a more complicated procedure than might otherwise appear), and to certify those determinations was insufficient. Mid-June enrollments were frequently delayed and, since the program was required to be completed prior to the reopening of schools for the fall, many youths were unable to work for the full 7.8 weeks that had been scheduled.

Representatives of the PIC's Staff confirmed that the process for producing and verifying required documentation was becoming more burdensome and time consuming, especially for young people who are entering the workforce for the first time, and they reported that, based on recent actions by State and Federal Governments, those problems could be exacerbated even more.

As a result, the Committee is recommending that an *ad hoc* committee of the Council be established to examine this issue more thoroughly in regard to not only the summer youth programs, but to all programs and all jobs, and that it report back to the Council with suggested remedies.

cc: Mayor's and PIC Staffs, All PIC (SYETP) Subcontractors, and Irene Martinez, EDD/JTPD

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)



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## 1998 PIC SUMMER PROGRAMS

### OVERVIEW

The work experience and academic enrichment program components were operated as one large summer program under the administration of the Private Industry Council of San Francisco, Inc. (PIC). These programs consisted of the following:

#### SUMMER YOUTH EMPLOYMENT AND TRAINING PROGRAM (SYETP)

The SYETP is a federally-funded program through the Job Training and Partnership Act (JTPA). This program served the economically-disadvantaged youths of San Francisco 14 to 21 years of age.

#### SUMMER TRAINING AND EDUCATIONAL PROGRAM (STEP)- SCHOOL-TO CAREER PROGRAM (STC)

This is the summer support program component of the STEP-STC. It promotes positive school behavior and offers opportunities for youths to gain vital life skills and to encourage graduation from high school. The STEP combines job experiences, summer school studies and life skills opportunities. The program is jointly funded by the PIC and the Mayor's Office of Children, Youth and Their Families (MOCYF). A total of 208 youths were served under the program. Ninety-eight of the 208 participants were funded through JTPA, while 110 were through the MOCYF.

#### JOBS FOR YOUTH (JFY)

JFY is a public/private partnership that links jobs-seeking youths aged 14-24 to entry level jobs and internships with private employers throughout San Francisco. JFY promotes increased employment of youths through the support of an "easy access" system that links youths and employers by coordinating existing youth preparation and employment resources in San Francisco.

#### Statistical Summary of Summer Programs

A grand total of 2,053 youths were given the opportunity to work and learn this summer through all the various programs.

SYETP	1,244
STEP/STC	208
JFY	<u>601</u>
TOTAL	2,053

Youths enrolled in the SYETP and the 98 participants of the STEP/STC programs were all economically-disadvantaged while the remaining 110 STEP/STC and 601 JFY participants do not necessarily belong to economically-disadvantaged family.

### SUMMER YOUTH EMPLOYMENT AND TRAINING PROGRAM (SYETP)

Funding allocation for this year's program was \$2,581,979.00, and an additional \$182,165.00 carry over from last year making a total of \$2,764,144.00.

The PIC subcontracted four (4) citywide agencies and ten (10) agencies in geographic areas of the city to serve up to 1,277 youths in the work- and school-based component.

The SYETP program operators for 1998 were the following:

<u>SUBCONTRACTOR</u>	<u>AREA OF SERVICE</u>
Bernal Heights Community Center.....	Citywide-nonpublic schools
Buchanan YMCA .....	Western Addition/Haight Ashbury
Careers Abound.....	Citywide-Severely Disabled
Chinatown Youth Center/Directions.....	Richmond/Sunset
Community Educational Services.....	Chinatown/North Beach
Horizons Unlimited of S.F.....	Mission
Ingleside Community Center .....	Oceanview/Merced/Ingleside
Mission Neighborhood Center.....	Outer Mission
Potrero Hill Neighborhood House.....	Potrero Hill
San Francisco Educational Services.....	Citywide/Older Youth
San Francisco Unified School District .....	Citywide-public schools
Vietnamese Youth Development Center .....	Central City
Visitacion Valley Community Center.....	Visitacion Valley
Young Community Developers.....	Bayview Hunters Point

Three agencies operated the educational component of the SYETP: the San Francisco Unified School District (SFUSD) served public and private schools; the San Francisco Educational Services (SFES) served older youths who were school dropouts, and Careers Abound (CA) served disabled youths.

All youths were paid minimum wage of \$5.75 per hour (State of California minimum wage) with the exception of the older youths who were enrolled with the SFES, they were paid \$6.50 per hour.

Youths worked 7.8 weeks from June 15 to August 7, 1998 at an average of 20 hours per week (4 hours a day), up to a maximum of 156 hours. A wide variety of jobs were available: clerical aide, custodial aide, childcare aide, teachers aide, library aide, theater/video production aide, senior center aide, health care aide, and many more. The worksites were city, State and Federal agencies, as well as local non-profit organizations. This year's administrative office of the SYETP was located at 1850 Mission Street.

#### SYETP Staff

The PIC hired temporary staff to administer the program.

Certifiers: Six (6) certifiers worked for three (3) months beginning April to June 1998. They conducted face-to-face interviews of 2,400 applicants to determine if they were JTPA-eligible for enrollment into the program.

Program Compliance Specialist (PCS): Six (6) PCS were hired from April 15 to August 31, 1998. The PCS certified 882 worksites developed by the 14 SYETP Subcontractors. Certification of worksites involved determination of whether or not an agency qualifies as a worksite contemplated under JTPA and SYETP rules and regulations. Under this process, the PCS looks into the safety of the youths at worksites, the

## 1998 PIC SUMMER PROGRAMS

types of training they will receive and if supervision is available during the 7.8-week job training. In addition, they also monitored compliance by worksites with all program regulations, as well as the terms and conditions of the Memorandum of Understanding (MOU) entered into with PIC. A total of 265 selected worksites were monitored or 30% of the total worksites certified. It is also worthy to mention that the PCS monitored the performance of the Subcontractors to ensure that they adhered to contract specifications and SYETP guidelines, including fiscal operations, and evaluated the Subcontractor's performance at the end of the summer program.

Payroll Technicians: There were eight (8) Payroll Technicians hired this summer to audit timesheets and distribute earning warrants to participants enrolled in the program. They worked from June 15 to September 15, 1998. They also established data management of participants included in the payroll.

Management Information System (MIS) Performance Specialists: Four (4) MIS Specialists were hired from May to August 1998 to do the thirty (30) day review of the 2,400 applications and to determine whether or not they conform to JTPA requirements. In addition, they were also responsible in maintaining data management of SYETP enrollees.

A Coordinator and Assistant Coordinator were likewise hired on a temporary basis to directly supervise the program. Four (4) administrative staff provided administrative support.

### Participant Characteristics

Attachment A displays the participant characteristics of the 1,342 youths enrolled in the 1998 SYETP program while Attachment B displays the actual versus planned participant characteristics as approved by the Private Industry Council.

### Recruitment and Eligibility Certification

Recruitment of youths started in April 1998. Subcontractors conducted outreach to neighborhood schools and community centers, networked with other agencies and service providers, posted flyers and announced the existence of this year's program through the print and TV media. They also contacted youths that participated in previous summer programs. The first certification was on Saturday, April 11, 1998 and continued through early June. Certification was conducted at the respective offices of the different subcontractors throughout the city. A total of 1,400 youths were certified as eligible to participate in the federally-subsidized programs.

The new computerized system of generating photo identification (ID) cards proved to be very convenient and saved lots of man-hours and fiscal resources.

Certification process was not without problems. First and foremost is the delay in the submission of the required documents by the youth participants such as original copy of birth certificates, proof of income, proof of address, etc. Certification could not be completed for extended period of time. On the other hand, certification unit needed to improve its record management to avoid losing applications and documents submitted by participant/subcontractor. There is a strong need for certification to improve on this area as well as to maintain at all times efficient and effective computerized tracking system of participants' application status. Certifiers should be held accountable for lost documents given to them.

### Participant Worksite Development and Placement

Worksite development began in April and continued through June 1998. A total of 882 worksites were developed which yielded a total of 2,469 job slots developed by the subcontractors.

Every worksite was certified by the Program Compliance Specialists to determine if they conformed with Child Labor Laws and existing rules and regulations, the kind of training that would be provided to the youths, as well as the safety of the youth in his or her workplace. Please see Attachment C. Placement of

youths occurred in June 15, 1998. The Individual Service Strategy (ISS) Plans of participants were taken into consideration, as well as worksite requirements, in doing the placement.

#### Educational Component

The goal of the SYETP is to continue reinforcing the integration of work and learning. The Department of Labor emphasizes that Service Delivery Areas should strive to serve the greatest number of economically-disadvantaged youths while providing meaningful worksites and educational enrichment. Each youth was provided with an objective assessment and an Individual Service Strategy (ISS) Plan.

The ISS Plan was developed to assess the academic and work skills, interest in a particular job, and future educational/vocational goals of each youth.

Youths whose assessment scores indicated deficiencies in reading and mathematics were referred to the educational component of the program.

As mentioned earlier in this report, there were three (3) agencies that provided the educational component: SFUSD, Careers Abound (CA), and the San Francisco Educational Services (SFES).

The educational component of the SFUSD provided youths an innovative, work-related and career-oriented curriculum, which incorporated the development of language arts, mathematics and career orientation. Each site offered a unique educational focus of computer literacy, college orientation, medical/science careers or enhancement of language arts and mathematics skills. Classes were held at eight (8) sites: Southeast Community College, University of California Medical Center at San Francisco/Stanford Medical Center, University of San Francisco, San Francisco State University, Mission High school, McAteer High School, Korean Center and San Francisco General Hospital.

A total of 158 youths were enrolled in this year's educational component. Youths younger than 16 who successfully completed the program received five high school credits. Youths 16 and older received ten units of credit. Youths attending the educational component were paid an hourly rate of \$5.50 .

Referrals to the SFUSD of participants to the educational component from other agencies were slow this year, in part due to alleged delays in the certification process. Participants joining the educational component had to wait until they were cleared by the MIS. Oftentimes, the subcontractors were also delayed in submitting their referrals to the SFUSD. It is acknowledged that greater effort should be exerted by the Subcontractors to inform participants sooner of this paid educational opportunity. Attachment D displays the enrollment of youths by subcontractor into the educational component.

The SFES provided both work and educational components for older youths, 16-21 years old, who dropped out of school. Youths attended reading, language, arts and math classes. They also received training on personal computers and gained valuable computer skills. Child care was provided as needed and the youths were paid \$6.50 per hour for a total of 20 hours per week.

#### Monitoring

Monitoring of worksites were accomplished by conducting on-site visits and one-on-one interviews with both participants and Worksite Supervisors. The PCS, with the use of established monitoring tools, looks into the quality of supervision and training provided by the Worksite Supervisors to the youths, observance and compliance by supervisors of program rules. Participants and Worksite Supervisors consistently reported very positive experiences. Based on these factors worksites were rated by the PCS (excellent, very good, good, satisfactory and poor) and written evaluations were made. Recommendations as to whether or not the worksite maybe utilized as future worksite were also made.

Priorities for monitoring included all childcare worksites, all new worksites, and sites that had not been monitored within the last two program years.

## 1998 PIC SUMMER PROGRAMS

A sample of 265, representing 30% of the 882 worksites were monitored by PCS. Worksite monitoring and evaluations have yielded the following ratings:

Excellent.....	35
Very Good.....	170
Good .....	55
Satisfactory .....	5
Poor .....	0

On the other hand , PCS also monitors and evaluate the performance of the subcontractors, based on all aspects of program administration , including fiscal operations. Written evaluations reports were prepared at the end of the program.

### Labor Market Orientation (LMO)

All SYETP youths were required to attend an LMO. Each community-based organization provided workshops, mock interviews, videotaped interviews, skits, guest speakers, discussion groups, and job fairs. The topics selected covered areas that were important to the youths' development and future employment/career goals. These topics included job readiness, self-esteem, work ethics, AIDS awareness and prevention, teen pregnancy, cultural diversity, substance abuse, college admission/financial assistance and the occupational outlook in the twenty-first century.

Because of the large number of youths served by the SFUSD, a different approach to the LMO was used. A Learning Activity Packet (LAP) was given to each youth to complete with the assistance of the work experience Advisor. The Packet was entitled "How To Be Successful in Your SYETP Job", and focused on learning about the worksite, establishing good rapport with worksite supervisors and co-workers and how to assess personal, general and occupational skills. Understanding pay checks, banking, budgeting, and tax information were also covered in the packet.

### Payroll/Fiscal

Payroll services for the SYETP and the interns were provided by the PIC payroll unit. There were some delays encountered in processing payroll due to late submission of timesheets by the Subcontractors; however, Subcontractors and payroll staff worked together to process payroll. Pay checks were delivered to the Subcontractor sites and this process went smoothly.

All contract negotiations went very well. Only one request for modifications was made. Most of the Subcontractors were good at meeting the June 12 deadline for submission of their budget contracts. A handful were delayed in finishing their budgets. One reason for this delay was that one agency hired a new accountant and it took the new accountant some time to take a firm grasp of SYETP operations at Subcontractor level. Two agencies had to prepare, in effect, two separate budget contracts for work experience and educational component. In the case of the School District budget, contracts went through a long process of review by different levels including review and approval by the City Attorney.

Some delays were also encountered at PIC Fiscal unit during the review process. Only one person is in charge of reviewing the subcontractor budgets. Expediting the reviewing process proved to be a challenge since the reviewer had a heavy workload. It is therefore suggested that more staff be authorized to review budgets in order to hasten the process.

### Management Information System (MIS)

The MIS played a significant role in the effective implementation of the SYETP. It was responsible for quality control and data management of the 2,400 participants' files referred to it by the Certification Unit.



MIS was also responsible for generating both summary reports to satisfy State requirement including participant characteristic report by showing the absolute numbers and percentages of total number of participants enrolled, broken down by each of the different personal characteristics.

#### Appreciation Reception

On September 15, 1998, an Appreciation Reception hosted by PIC was held at the San Francisco Museum of Modern Arts (SF MOMA) to thank all the people involved for their hard work and to celebrate another successful year of the summer program. The SF MOMA donated the space.

The Honorable Mayor Willie L. Brown, Jr. graced the occasion by being the Guest of Honor. Four (4) youth participants made their testimonial statements on how the summer job experience will help them in their future tasks. Mr. Craig K. Martin, Chairman of PIC, acted as the Master of Ceremonies.

All in all, this year's SYETP was a successful summer program. This was made possible through the collaborative efforts of a true partnership between PIC, the private sector and the different community-based organizations. All agencies involved in the program demonstrated a commitment to the youths of San Francisco by providing them with high quality school- and work-based program.

### **SUMMER TRAINING AND EDUCATION PROGRAM (STEP)**

The STEP School-to-Career was coordinated by SFUSD and funded by the PIC, the MOCYF, and SFUSD. STEP is a program which promotes positive school behavior and academic achievements for participants who exhibit academic or attendance problems and are not achieving their full potentials. The STEP offers opportunities for youths to gain vital life skills and encourage them to graduate from high school. The summer program combines job experience and life skills opportunities.

A total of 208 at-risk youths were served through the STEP. Youths received 15 hours a week of work experience and 20 hours a week of classroom instructions in reading, math and Life Skills Opportunities (LSO) instructions.

### **JOBS FOR YOUTH (JFY)**

Jobs For Youth (JFY) is a collaborative effort of San Francisco's business community, community-based organizations and government-sponsored youth-serving organizations. It is housed within the PIC.

JFY's mission is to promote increased employment of youths through the creation and support of an "easy access" system that links youths and employers by coordinating existing youth preparation and employment resources in San Francisco.

JFY provides employers with a one-stop access to citywide resources for pre-screened, qualified youths. It offers youth-serving organizations access to a private sector committed to delivering real jobs and supports. Youths benefit through increased job and job training opportunities, new skills, and a head start on their careers. In a time of shrinking federal program dollars, JFY fills a need to make a more efficient and productive use of existing resources.

Through JFY, employers interested in hiring young people call one number, (415) 861-JOBS, for access to a citywide network of pre-screened youths from school programs and community programs all over the city. The program also offers employers additional services, such as payroll preparation and technical assistance in setting up internship programs.

This summer, a total of 601 youths between the ages of 14-24 was hired through the JFY campaign. Included in this number were 52 youth interns placed in private non-profit agencies made possible through donations from Chevron, GAP and McKesson corporations. Chevron has been donating funds to the PIC to place youths into summer jobs since 1983.



## ATTACHMENT A

## SYETP PARTICIPANT CHARACTERISTICS

<b>GENDER</b>		1,342
Female	758	
Male	584	

<b>AGE</b>		1,342
14-15	623	
16-17	567	
18-21	152	

<b>RACE/ETHNIC GROUP</b>		1,342
American Indian/Alaskan Native	4	
Asian/Pacific Islander	519	
Black (not Hispanic)	481	
Hispanic	272	
White (not Hispanic)	66	

<b>EDUCATION STATUS</b>		1,342
School Dropout	6	
Student	1,298	
High School Grad or Equivalent	18	
Post High School	20	

<b>LABOR FORCE STATUS</b>		1,342
Employed	1	
Unemployed 1-14 of Prior 26 Weeks	6	
Unemployed 15/ more of Prior 26 Wks	6	
Not In Labor Force	1,329	

<b>WELFARE GRANT &amp; FOOD STAMPS</b>	
Total Participants on Welfare Grant	364
AFDC Grant Recipient	354
GA Grant Recipient	2
RCA Grant Recipient	0
SSI/SSP Grant Recipient	10
Food Stamp Recipient/Eligible	387

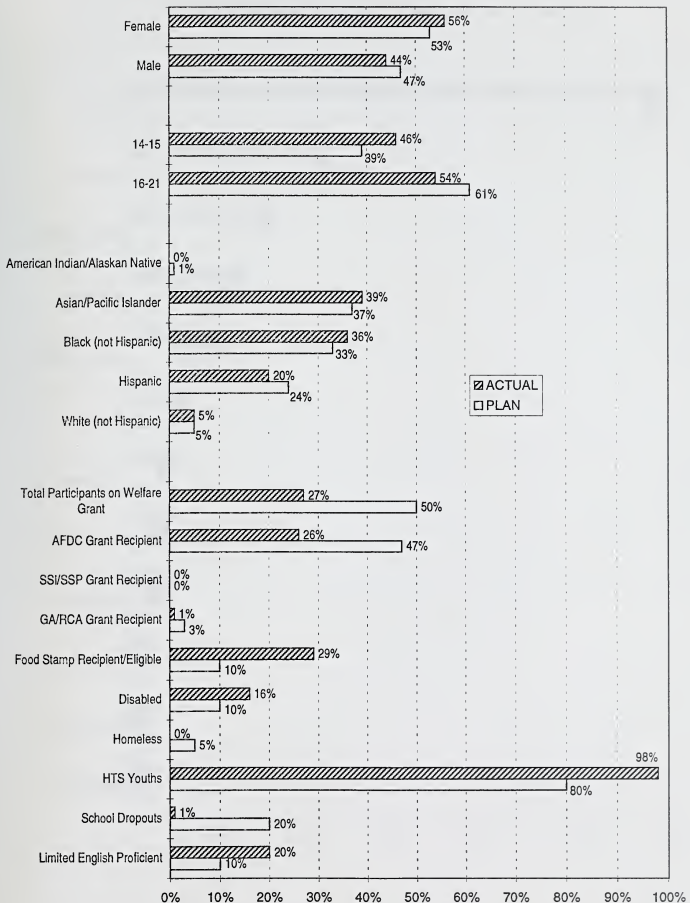
<b>FAMILY STATUS</b>	
Single-Head of Household Dep. <18	10

<b>BARRIERS TO EMPLOYMENT</b>	
SDA-Defined Barrier	1,283
Basic Skills Deficient	991
Below Grade Level	183
Disabled	211
Homeless	2
Lacks Significant Work History	1,340
Limited English	271
Long-Term AFDC Recipient	174
Offender	9
Pregnant/Parenting Youth	24
Reading Skills Below 7th Grade	590
Runaway	0
Homeless or Runaway	2
Substance Abuser	0
Schoolwide Project	3
Minority Male	550

<b>ADDITIONAL BARRIER INFORMATION</b>	
Target Group Member	1,321
Multiple Barriers to Employment	548
Eligible via 10% Window	0



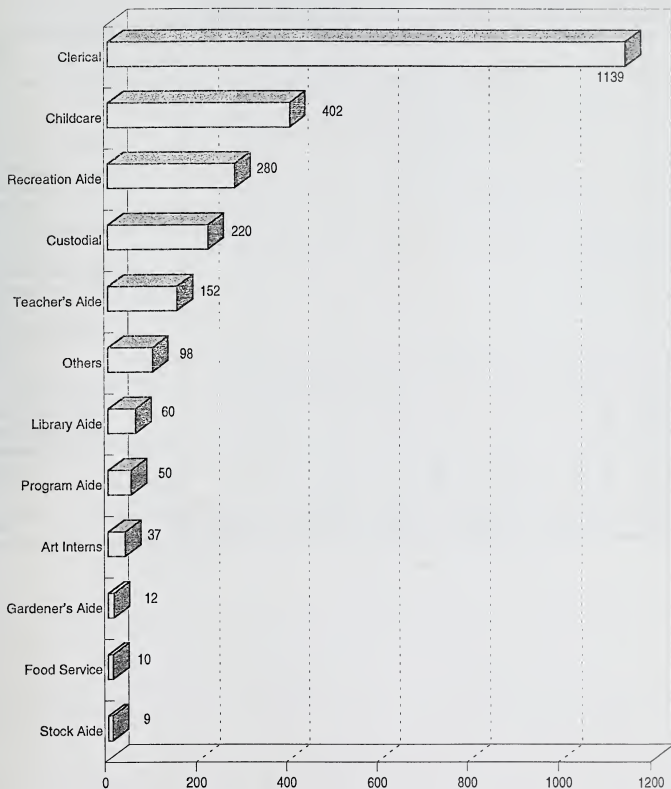
**ATTACHMENT B**  
**1998 SYETP ACTUAL VERSUS PLANNED**  
**PARTICIPANT CHARACTERISTICS**





# ATTACHMENT C

## 1998 SYETP TYPES OF JOBS AND NUMBER OF SLOTS DEVELOPED





## ATTACHMENT D

1998 SYETP ENROLLMENT  
EDUCATIONAL COMPONENT

SUBCONTRACTOR	ENROLLMENT GOAL	NUMBER OF REFERRALS	PERCENT OF GOAL	NUMBER ENROLLED	NUMBER COMPLETED	PERCENT COMPLETED
Bernal Heights Neighborhood Center	9	12	133%	11	7	64%
YMCA-Buchanan Branch	15	17	113%	11	9	82%
Careers Abound	5	6	120%	6	6	100%
Community Educational Services	10	7	70%	5	2	40%
Chinatown Youth Center/ Directions	24	22	92%	14	13	93%
Horizons Unlimited of S.F.	20	9	45%	7	6	86%
Ingleside Community Center	6	23	383%	6	6	100%
Mission Neighborhood Center/ Precita	8	8	100%	7	4	57%
Potrero Hill Neighborhood House	7	3	43%	3	3	100%
S.F. Unified School District	66	133	202%	80	67	84%
Vietnamese Youth Development Center	12	7	58%	2	2	100%
Visitation Valley Community Center	7	1	14%	0	0	∞
Young Community Developers, Inc.	11	10	91%	4	3	75%
<b>Total</b>	<b>200</b>	<b>258</b>	<b>129%</b>	<b>156</b>	<b>128</b>	<b>82%</b>







PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

MEMORANDUM

DOCUMENTS DEPT  
NOV 02 1998  
SEARCHED  
SERIALIZED  
FILED

TO: MEMBERS, PRIVATE INDUSTRY COUNCIL  
MAYOR WILLIE L. BROWN

DATE: OCTOBER 29, 1998

FROM: MICHAEL MEE, CHAIRMAN

*Patricia K. Mee*

SUBJECT: PIC PLANNING COMMITTEE RECOMMENDATIONS FOR A MID-TERM MODIFICATION OF  
PY'98 JOB TRAINING PARTNERSHIP ACT PROGRAMS (Agenda Item 6.a.2.)

On October 29 a quorum of Planning Committee members met to consider staff's proposed update of JTPA budget obligations. Action on two separate funding recommendations affecting PY'98 programs is being requested. The first decision concerns reobligating surplus unexpended and unobligated funds from PY'97 year-round JTPA Titles II and III programs to the PY'98 year-round JTPA Titles II and III programs. The second decision concerns the optional transfer of some 1998 JTPA Title II-B Summer Youth Employment and Training Program surplus unexpended funds to the year round JTPA Title II-C Basic Youth program and their obligations.

BACKGROUND

At the completion of each program year, final reports of accrued expenditures are prepared by the PIC and forwarded to the State. After analysis, these same reports are used to determine if surplus unexpended and unobligated funds are available for use in the following year. This annual rollover is called a "Mid-term modification" because it takes effect when approved by the State at about the mid-point in the program year.

- According to the PIC's fiscal staff, the following JTPA Title II funds were unexpended and unobligated in PY'97 and are available for use in PY'98:

JTPA Program	Surplus available for PY'98 Use
Title II-A Basic Adult	\$ 163,270
Title II-A Older Individuals	\$ 0
Title II-C Basic Youth	\$ 10,248
Title II-A/C Incentive	\$ 52,252
Title II-A/C 8%-50% GAIN/TANF	\$ 0

- In addition, the following JTPA Title III funds were unexpended in PY'97 and are needed in PY'98 for the costs of participants whose training was not complete by June 30th:

Title III-A EDWAA Dislocated Workers \$ 254,268

Earlier this year, on April 8 and June 23, you approved initial PY'98 JTPA budgets based exclusively on new allocations. To prepare the mid-term modification, the budgets must be updated to show full obligation of all available funds.

As noted by staff in its initial PY'98 budget recommendations, unexpended and unobligated surplus PY'97 dollars are relied upon to replenish the pools that are initially short-funded and to correct for oversights which come to light in reviews of final expense reports.

In addition, the Council and the Mayor directed us to proceed as soon as possible to implement one or more of the JTPA waivers approved in September, and provided that surplus funds were sufficient, to determine if an RFP for additional services was feasible. The waivers cited as providing the most immediate benefit were the three "Statewide Waivers," the waiver excluding Social Security Disability Income, the waiver on "program income," the waiver on "youth employability enhancements," and the waiver on "Youth OJTs." (For background on the waivers, please see Leslie Luttgens' Evaluation Committee recommendations of July 31st and Brent Andrew's Planning Committee's recommendations of August 25th.)

It is also a long-standing PIC policy to use remaining surplus funds to increase the budgets of those subcontractors who performed well in the preceding program year. The Planning Committee reviewed individual evaluation sheets for each of the Title II PIC subcontractors, detailing actual versus planned performance in PY'97, as a basis for its decisions. The evaluations are not included in this report; if any Council members would like copies, contact the staff.

With these multiple objectives, and mindful of the subcontractors' actual performance for the 12-month period of PY'97, the Committee recommends as follows (also see Attachment 1 for supporting budget details):

## **RECOMMENDATIONS**

### **JTPA Title II-A 77% Basic Adult Program**

The Committee recommends that most of the surplus be directed to replenishing the Individual Referral and OJT training pools and the participant support accounts, all of which were short-funded in April. Individual Referral funds are used to pay for the actual cost of training, and OJT funds are used to reimburse employers. After the pools are replenished, the balance of the surplus — plus funds released by the withdrawal of the Chinatown American Cooks program — are recommended for distribution to two subcontractors whose PY'97 performance met the goals set forth in their subcontracts.

### **JTPA Title II-A 5% Older Individuals Program**

No surplus funds were carried over.

### **JTPA Title II-C 82% Basic Youth Program**

The Committee recommends that all of last year's surplus be used to replenish the training and participant support pools, which were initially short-funded, and to provide added funds to Asian Neighborhood Design for having met their PY'97 contract goals.

In addition, the Committee recommends the transfer of up to \$200,000 from the Title II-B SYETP surplus to the year-round 82% program and targeting it to new youth OJT activities and their support. Since the existing adult OJT contractors can serve youth as well, no supplemental RFP is recommended at this time.

### **JTPA Title II-A/C 5% Incentive Program**

In June staff estimated an Incentive surplus of \$70,000 and recommended obligations for that amount. Last month it learned that the actual usable surplus is only about \$52,000. In short, existing obligations exceed funds available by \$18,000.

Instead of making *pro rata* reductions in planned obligations, the Committee recommends waiting until the State announces new Incentive awards based on PY'97 performance. Unlike formula-allocated programs, Incentive awards are earned by meeting or exceeding performance standards in the Basic Adult and Youth programs. Staff believes we will qualify for and receive an award for PY'97 performance. We should know by the end of December.

In the interim, the Committee recommends a gamble on the receipt of new incentive funds, allowing the existing deficit of \$18,000 to stand *as is* for two months. If new Incentive funds are awarded, the full \$70,000 in obligations can be met. If new Incentive funds are not earned, staff will alert the Planning Committee immediately and provide it with recommendations to implement the necessary cuts.

Financing these programs from other JTPA monies is not recommended because of their effects on performance standards; the SFUSD's STEP activity and Renaissance's entrepreneurship program each has an outcome objective that is not accounted for by the performance standards models.

**JTPA Title II-A/C 8% - 50% GAIN/TANF Program**

No surplus funds were carried over.

**JTPA Title II-A/C 8% - 30% School-to-Work Program**

Last year the California Legislature redirected all JTPA 8%-30% funds to the support of a national School-to-Work effort. Among their requirements is a provision that 8%-30% funds may be expended only by SDAs who have in place a State-approved School-to-Work grant. Until late-June of this year, San Francisco did not have such a grant approved. Staff will be working with the Every Child Can Learn Foundation and the SFUSD, San Francisco's new School-to-Work partners, to put this program in place as soon as possible. Recommendations for this \$61,000 program will be considered at a later date.

**JTPA Title III EDWAA Dislocated Workers Formula Allocation**

The Committee recommends that all newly-allocated and carryover Title III funds be directed to the Individual Referral pool to meet existing carry-over obligations and to serve more dislocated workers. IR allows the PIC to tailor programs individually to the persons laid off, retraining them if their skills are obsolete or helping them get a new start. Although there have been few plant closures in San Francisco lately, large corporations are still dislocating many workers as part of their mergers and relocations.

In April, for a third year, a substantial portion of this fund was distributed to community-based agencies for training the long-term unemployed Homeless. The Committee recommends that the obligations to the Homeless programs remain as is.

cc: PIC Staff

JTPA Subcontractors (including SYETP)

Irene Martinez, EDD/JTPD

Mary Ann Goodwin, SDE



## Title II-A 77% Basic Adult

Title II-A 77% Basic Adult

Initial Mayor/Council Budget

PY'98 Formula Alloc.2,067,657

PY'97 Surplus (FIFO)Unknown

PY'98 Total Available2,067,657

Recommended Revision

PY'98 Formula Alloc.2,067,657

PY'97 Surplus (FIFO)163,270

PY'98 Total Available2,230,927

Subcontractor (or budget item)	Acronym	Training Technology	Cost Category		Initial Obligations	Cost Category		Revised Obligations	Dollar Change
			Admin.	Program		Admin.	Program		
Career Resources Development Center	CRDC	IR	3,182	31,606	34,788	2,906	31,882	34,788	0
TBC/African Immig. & Refugee Resource Ctr.	TBC	IR	1,292	12,815	14,107	1,274	12,833	14,107	0
IR Pool (Individual Training Reimbursements)	IR Pool	IR	0	65,000	65,000	0	95,000	95,000	30,000
City College of San Francisco/John Adams	CCSF/JA	OCT	3,125	39,063	42,188	3,125	39,063	42,188	0
San Francisco Vocational Services	SFVS	OCT	6,057	64,730	70,787	5,976	64,811	70,787	0
Asian Neighborhood Design	AND	OCT	6,253	63,238	69,489	5,317	85,232	90,549	21,060
Mission Hiring Hall/SOMECH	MHH/SOMECH	OCT	0	37,642	37,642	0	37,642	37,642	0
Goodwill Industries of San Francisco	GIWI	OCT	0	21,294	21,294	0	21,586	21,586	292
Ella Hill Hutch Community Center	EHH	OCT	5,806	60,454	66,260	5,801	60,459	66,260	0
Glide Memorial Church	GLIDE	OCT	0	34,683	34,683	0	34,863	34,863	180
Chinatown American Cooks School	CACS	OCT	3,051	39,442	42,493	0	0	0	-42,493
The Family School	TFS	OCT/ BRE	2,372	28,451	30,823	1,580	29,243	30,823	0
Career Resources Development Center	CRDC	OCT/ ESL	11,629	120,722	132,351	11,912	120,438	132,350	-1
Mission Language and Vocational School	MLVS	OCT/ ESL	9,297	94,006	103,303	9,199	94,104	103,303	0
Korean Center, Inc.	KCI	OCT/ ESL	12,393	124,414	136,807	12,394	124,413	136,807	0
Arriba Juntos	AJ	OJT	8,423	85,613	94,036	8,277	85,759	94,036	0
San Francisco Vocational Services	SFVS	OJT	3,420	39,901	43,321	3,770	39,551	43,321	0
Swords to Plowshares	STP	OJT	8,823	89,214	98,037	8,822	89,215	98,037	0
OJT Pool (Employer Reimbursements)	OJT Pool	OJT	0	115,000	115,000	0	155,000	155,000	40,000
Jewish Vocational Service	JVS	OJT/ IR	0	63,864	63,864	0	63,864	63,864	0
North California Service League	NCSL	OJT/ IR	1,352	35,375	36,727	4,260	46,717	50,977	14,250
IR/ OJT Pool	IR/OJT Pool	OJT/ IR	0	60,000	60,000	0	97,981	97,981	37,981
Young Community Developers, Inc.	YCD	Other	5,129	52,006	57,135	5,131	52,004	57,135	0
Children's Council of San Francisco (Childcare)			7,241	149,759	157,000	11,100	173,900	185,000	28,000
Supportive Services (Transportation, Health, Other)			0	44,000	44,000	0	60,000	60,000	16,000
McKenzie & Assoc. "PIC Journal" (Employer Outreach)			0	11,750	11,750	0	11,750	11,750	0
Operations (Intake, Certification, Employer Outreach)			0	70,086	70,086	0	90,086	90,086	20,000
PIC Administration			314,686	0	314,686	312,687	0	312,687	-1,999
Program Totals =			413,531	1,654,126	2,067,657	413,531	1,817,396	2,230,927	163,270
Cost Category % →			20 %	80 %		19 %	81 %		
Deficit =					0			0	

## Title II-A 5% Older Individuals

		Initial Mayor/Council Budget				
		PY'98 Formula Alloc.		319,952		
		PY'97 Surplus (FIFO)		Unknown	FIFO = Zero	
		PY'98 Total Available		319,952		
Subcontractor (or budget item)	Acronym	Training Technology	Cost Category Admin.	Program	Initial Obligations	
Self-Help for the Elderly	SHE	OCT	14,986	152,257	167,243	No Change
Korean Center, Inc.	KCI	OCT	5,197	52,543	57,740	
National Council on Aging Individual Referral	NCOA	OCT	0	20,000	20,000	
Renaissance Experience Plus	REP	OCT	0	0	0	
Children's Council of San Francisco (Childcare)			0	0	0	
Supportive Services (Transportation, Health, Other)			0	15,000	15,000	
McKenzie & Assoc. "PIC Journal" (Employer Outreach)			0	2,000	2,000	
Operations (Intake, Certification, Employer Outreach)			0	14,162	14,162	
PIC Administration			43,807	0	43,807	
Program Totals =			63,990	255,962	319,952	
Cost Category % →			20 %	80 %		
Unobligated Balance =					0	



## Title II-C 82% Basic Youth

		Initial Mayor/Council Budget			Recommended Revision		
		PY'98 Formula Alloc.		248,458	PY'98 Formula Alloc.		248,458
		PY'97 Surplus (FIFO)		Unknown	PY'97 IIB—>I/C Tdr.		200,000
		PY'98 Total Available		248,458	PY'97 Surplus (FIFO)		10,248
					PY'98 Total Available		458,706

Subcontractor (or budget item)	Acronym	Training Technology	Cost Category		Initial Obligations	Cost Category		Revised Obligations	Dollar Change
			Admin.	Program		Admin.	Program		
Career Resources Development Center	CRDC	IR	2,604	28,659	31,263	2,404	28,859	31,263	0
IR Pool (Individual Training Reimbursements)		IR	0	30,250	30,250	0	30,250	30,250	0
Asian Neighborhood Design	AND	OCT	3,952	38,862	42,814	6,046	59,458	65,504	22,690
Mission Language and Vocational School	MLVS	OCT / ESL	5,110	51,664	56,774	5,110	51,663	56,773	-1
San Francisco Vocational Services	SFVS	QJT				1,055	12,308	13,363	13,363
Jewish Vocational Service	JVS	QJT				0	24,970	24,970	24,970
Arriba Juntos	AJ	QJT				2,458	24,982	27,440	27,440
Young Community Developers, Inc.	YCD	QJT				2,425	24,590	27,015	27,015
QJT Pool (Employer Reimbursements)	QJT Pool	QJT					40,000	40,000	40,000
Children's Council of San Francisco (Childcare)			1,128	25,168	26,296	2,700	42,300	45,000	18,704
Supportive Services (Transportation, Health, Other)			0	5,913	5,913	0	11,384	11,384	5,471
McKenzie & Assoc. "PIC Journal" (Employer Outreach)			0	750	750	0	750	750	0
Operations (Intake, Certification, Employer Outreach)			0	17,500	17,500	0	17,500	17,500	0
PIC Administration			36,898	0	36,898	67,494	0	67,494	30,596
Program Totals =			49,692	198,766	248,458	89,692	369,014	458,706	210,248
Cost Category % →			20 %	80 %		20 %	80 %		
Unobligated Balance =			0			Unobligated Balance =		0	

## Titles II-A/C 5% Incentive

		Initial Mayor/Council Budget			Recommended Revision		
		PY'98 Award Earned		INA	PY'98 Award Earned		December?
		PY'97 Award Earned		Zero	PY'97 Award Earned		Zero
		PY'96 Surplus (FIFO)		70,000	PY'96 Surplus (FIFO)		52,252
		PY'98 Total Available		70,000	PY'98 Total Available		52,252

Subcontractor (or budget item)	Acronym	Training Technology	Cost Category		Initial Obligations	Cost Category		Revised Obligations
			Admin.	Program		Admin.	Program	
PIC/SFUSD STEP School Year Support	SYS	STEP	0	27,500	27,500	0	27,500	27,500
San Francisco Renaissance (Entrepreneurship)	SFR	OCT / TA	2,115	22,885	25,000	2,251	22,749	25,000
Children's Council of San Francisco (Childcare)			61	1,589	1,650	99	1,551	1,650
Supportive Services (Transportation, Health, Other)			0	1,500	1,500	0	1,500	1,500
McKenzie & Assoc. "PIC Journal" (Employer Outreach)			0	500	500	0	500	500
Operations (Intake, Certification, Employer Outreach)			0	2,026	2,026	0	2,026	2,026
PIC Administration			11,824	0	11,824	11,824	0	11,824
Program Totals =			14,000	56,000	70,000	14,174	55,826	70,000
Cost Category % →			20 %	80 %		20 %	80 %	
Deficit =			0			Deficit =		-17,748

## Training Technologies defined —

<b>IR</b> Individual Referral	Any training conducted in any institutional or workplace setting which is individually tailored to the assessed needs of the participant. IR can include classroom training, individual tuition-based training, tailored on-the-job training, or any other combination. The IR Pool is an employer reimbursement fund shared by the brokers who arrange for the training.
<b>OCT</b> Occupational Classroom Training	Any training conducted in an institutional setting designed to provide participants with technical skills & information required to perform a specific job or group of jobs. OCT/BRE is OCT with Basic education skills provided as part of the curriculum. OCT/ESL is OCT with English-as-a-Second Language. In an institutional setting, it provides limited English-speakers with a curriculum combining English language instruction with specific occupational skill instruction.
<b>QJT</b> On-the-Job Training	Any training conducted in a work environment on a "hire-first, train later" basis designed to enable individuals to learn a bona fide skill and quality for an occupation through demonstration and practice. The QJT Pool is an employer reimbursement fund shared by the brokers who arrange for the training.
<b>STEP</b> Summer Trng. & Educ. Pgm.	STEP intervenes in the lives of young teenagers who are in danger of dropping out of school. Mentor/tutors provide intensive counseling and the youths receive comprehensive life skills training.



## Titles II-A/C 8%-50% SECG (TANF)

### Initial Mayor/Council Budget

PY'98 Formula Alloc.	85,934
PY'98 State Match	85,934
PY'97 Surplus (FIFO)	Unknown
PY'98 Total Available	171,868

FIFO = Zero

Subcontractor (or budget item)	Acronym	Training Technology	Cost Category Admin.	Program	Initial Obligations	
Arriba Juntos	AJ	OCT/BRE	5,869	60,034	65,903	Minor change
The Family School	TFS	OCT/BRE	6,983	71,114	78,097	
Supportive Services (Childcare, Transportation, Health, etc.)			0	250	250	
McKenzie & Assoc. "PIC Journal" (Employer Outreach)			0	706	706	
Operations (Intake, Certification, Employer Outreach)			0	5,000	5,000	
PIC Administration			21,912	0	21,912	
Program Totals =			34,764	137,104	171,868	
Cost Category % →			20 %	80 %		
Unobligated Balance =						0

## Titles II-A/C 8%-30% (STC)

### Initial Mayor/Council Budget

PY'98 Total Available	\$1,654
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### Recommended Revision

PY'98 Total Available	\$1,254
-----------------------	---------

Subcontractor (or budget item)	Acronym	Training Technology	Cost Category Admin.	Program	Initial Obligations	Cost Category Admin.	Program	Revised Obligations	
Coordinators	tax		0	0	0	0	0	0	
Supportive Services (Childcare, Transportation, Health, etc.)			0	0	0	0	0	0	
McKenzie & Assoc. "PIC Journal" (Employer Outreach)			0	0	0	0	0	0	
Operations (Intake, Certification, Employer Outreach)			0	0	0	0	0	0	
PIC Administration			0	0	0	0	0	0	
Program Totals =			0	0	0	0	0	0	
Cost Category % →			20/0%	80/0%		20/0%	80/0%		
Unobligated Balance =					\$1,654	Unobligated Balance =			\$1,254

## Recommendations at a later date

## Title III-A 60% EDWAA Formula Dislocated Workers

### Initial Mayor/Council Budget

PY'98 50% Allocation	1,586,357
PY'98 10% Allocation	Unknown
PY'97 Surplus (FIFO)	Unknown
PY'98 Total Available	1,586,357

### Recommended Revision

PY'98 50% Allocation	1,586,357
PY'98 10% Allocation	317,271
PY'97 Surplus (FIFO)	254,268
PY'98 Total Available	2,157,896

Subcontractor (or budget item)	Acronym	Training Technology	Cost Category Admin.	Program	Initial Obligations	Cost Category Admin.	Program	Revised Obligations	Dollar Change
Arriba Juntos	AJ	IR	7,292	74,861	82,153	7,329	74,824	82,153	0
Haight Ashbury Food Program	HAFP	IR	4,528	46,472	51,000	4,586	46,414	51,000	0
Glide Memorial Church	Homeless Programs GLIDE	IR	3,150	44,830	47,980	3,150	44,830	47,980	0
No. California Service League	NCSL	IR	1,411	38,189	39,600	3,251	36,349	39,600	0
IR Pool (Indiv. Training Reimb.)	IR Pool	IR	4,084	77,596	81,680	4,084	77,596	81,680	0
Individualized Training Programs		IR	21,000	679,000	700,000	36,876	1,192,332	1,229,208	529,208
Children's Council of San Francisco (Childcare)			6,552	104,948	111,500	7,500	117,500	125,000	13,500
Supportive Services (Transportation, Health, Other)			0	63,500	63,500	0	63,500	63,500	0
McKenzie & Assoc. "PIC Journal" (Employer Outreach)			0	13,000	13,000	0	13,000	13,000	0
Operations (Intake, Certification, Empl. Out., Career Link)			0	206,007	206,007	0	206,007	206,007	0
PIC Administration			189,937	0	189,937	218,768	0	218,768	28,831
Program Totals =			237,954	1,348,403	1,586,357	285,544	1,872,352	2,157,896	571,539
Cost Category % →			15 %	85 %		13 %	87 %		
Unobligated Balance =						0	Unobligated Balance =		0





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MEMORANDUM

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TO: MEMBERS PRIVATE INDUSTRY COUNCIL  
MAYOR WILLIE L. BROWN, JR.

DATE: OCTOBER 29, 1998

FROM: MICHAEL MEE, PLANNING COMMITTEE CHAIRMAN

SUBJECT: PLANNING COMMITTEE RECOMMENDATIONS, UPDATE ON CALWORKS REQUEST  
FOR QUALIFICATIONS (RFQ) (Agenda item 6.a.3.)

At its meeting on October 29, 1998, the Planning Committee voted to accept the following update on CalWORKs Request for Qualifications, and to forward it to the Council.

On February 24, 1998 a CalWORKs Request for Qualifications (RFQ) was jointly issued by the Private Industry Council of San Francisco, Inc. (PIC) and the San Francisco Department of Human Services (DHS). The RFQ contained five separate due dates. The first four dates for submission of proposals were March 23, May 4, July 6 and October 5. A total of fifty-nine (59) responses have been received by the PIC. The last submittal date under this Request for Qualifications is December 1, 1998.

The strategy in bringing programs on line is to first fund programs that will provide TANF clients with job readiness skills that will assist them to move into employment as soon as possible. Therefore, contracts for nine (9) Work Readiness programs have already been negotiated by the PIC, financed with San Francisco General Fund Dollars. Individuals are being referred by DHS staff to these nine organizations. The second phase of bringing programs on line was to introduce job training programs. We are currently negotiating with eight subcontractors to provide a variety of hard skills training to TANF clients.

On October 5, 1998, the fourth proposal due date, the PIC received four (4) more proposals. A task force of PIC and DHS staff, along with a community person and a business representative is being assembled to read these proposals.

Attachment

cc: PIC Staff  
DHS Staff  
PIC Subcontractors



**STATUS OF THE CALWORKS RFQ PROPOSALS RECEIVED**  
as of 10/30/98

AGENCY (S)	PROPOSAL NUMBER	DATE RECEIVED	SCOPE OF WORK
<b>Reviewed and have contracts:</b>			
Arriba Juntos	7, 8, 11	3/23/98	Job Training
Arriba Juntos	10	3/23/98	Work Readiness
Asian Neighborhood Design	13	3/23/98	Job Training
Catholic Charities	23	3/23/98	Work Readiness
Center for Employment Training	21	3/23/98	Job Training
Family Service Agency of San Francisco	53	7/6/98	Work Readiness
Glide Memorial Church	17	3/23/98	Job Training
Goodwill Industries Inc.	29	3/23/98	Job Training
Jewish Vocational Service	36	3/23/98	Job Training
Juma Ventures/Jewish Vocational Service	30/37	3/23/98	Work Readiness
Morrisania West	35	3/23/98	Work Readiness
Northern California Service League	2	3/23/98	Work Readiness
The Family School	12	3/23/98	Work Readiness
Toolworks Inc.	38	5/4/98	Job Training
Visitation Valley Jobs, Education & Training Program	49	5/4/98	Work Readiness
Young Community Developers	33	3/23/98	Job Training
Young Community Developers	34	3/23/98	Work Readiness
<b>Reviewed and will have contracts on 1/1/99</b>			
California Lawyers for the Arts	55	7/6/98	Job Training
Florence Crittenton Services	6	3/23/98	Job Training
Poor Magazine	32	3/23/98	Job Training
<b>Reviewed and not recommended for funding</b>			
Arriba Juntos	9	3/23/98	Job Training
Bay Area Urban League	51	7/6/98	Work Readiness
Glide Memorial Church	15,16	3/23/98	Job Training
Renaissance Parents of Success	52	7/6/98	Job Training
The Learning Center	22	3/23/98	Job Training
<b>Reviewed but pending negotiations and/or clarification and demand for services:</b>			
Catholic Charities	23	3/23/98	Job Training
Chinese for Affirmative Action	20	3/23/98	Job Training
Filipino American Council of San Francisco	24	3/23/98	Job Training
Inner City Youth Inc.	43	5/4/98	Work Readiness
International Rescue Committee	5	3/23/98	Work Readiness
Jewish Vocational Service	28	3/23/98	Work Readiness
Korean Center, Inc.	47	5/4/98	Job Training
Marriott, Tampa Fl.	41	5/4/98	Job Training
Mission Language & Vocational School/Mission Neighborhood Centers	31/14	3/23/98	Job Training
Oxman College	3	3/23/98	Job Training
San Francisco Council on Homelessness	40	5/4/98	Job Training
San Francisco Educational Services	18	3/23/98	Work Readiness



**STATUS OF THE CALWORKS RFQ PROPOSALS RECEIVED**  
as of 10/30/98

AGENCY (S)	PROPOSAL NUMBER	DATE RECEIVED	SCOPE OF WORK
San Francisco League of Urban Gardeners	46	5/4/98	Job Training
San Francisco Shipyards Training Center	26	3/23/98	Job Training
Southeast Asian Community Center	44	5/4/98	Job Training
The Arc San Francisco	48	5/4/98	Job Training
Walden House Inc.	45	5/4/98	Work Readiness
Women in Community Services	4	3/23/98	Work Readiness
<b>Not reviewed yet:</b>			
Career Resources Development Center	57	10/5/98	Job Training
Renaissance Parents of Success	56	10/5/98	Job Training
San Francisco Vocational Services	59	10/5/98	Job Training
Self-Help for the Elderly	58	10/5/98	Job Training
<b>Incomplete submissions:</b>			
African Immigrant & Refugee Resource Center	39	5/4/98	Job Training
Alameda Computer Center	42	5/4/98	Job Training
Black Data Processing Associates, Berkeley	19	3/23/98	Job Training
Coalition for Low Income Housing	54	7/6/98	Job Training
Community Computer Center	25	3/23/98	Job Training
East Bay Institute of Business & Legal Training	50	7/6/98	Job Training
Waterman Training Institute, San Mateo	1	3/23/98	Job Training







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MEMORANDUM

TO: ALL MEMBERS OF THE PRIVATE INDUSTRY COUNCIL DATE: OCTOBER 29, 1998  
MAYOR WILLIE L. BROWN, JR.

FROM: STEVE ARCELONA 

SUBJECT: ATTACHED "PY"97 ANNUAL REPORT TO THE GOVERNOR"

Section 104 (b)(13) of the federal *Job Training Partnership Act* requires each Service Delivery Area Administrative Entity to prepare and submit to the Governor a report on all JTPA Programs conducted in the Service Delivery Area during the immediately preceding Program Year. That section of the Act contains a specific list of topics to be addressed in each report.

On September 1st of this year, the Job Training Partnership Division of the State's Employment Development Department published (on behalf of the Governor in "JTPA Directive No. D98-5") instructions for those reports for Program Year 1997 (i.e., the period from July 1st of 1997 to June 30th of 1998). Those instructions supplement the list of topics that must be addressed in each report.

Attached is a copy of the "Annual Report to the Governor" on all but two of the JTPA Programs that were conducted in the City and County of San Francisco during Program Year 1997. With the exception of those emboldened paragraph and subparagraph headings which are not accompanied by quotation marks, the outline of the report and of the list of topics addressed in it are those specified in both the federal legislation and in the State's instructions implementing it.

Two JTPA Programs that were conducted in the City and County of San Francisco during Program Year 1997 which are not addressed in the attached report are:

- a "Graduate Training program in the Culinary Arts" authorized under JTPA Title IVB and conducted on Treasure Island by Career System Development Corporation (which also operates the San Jose Job Corps Center) under a contract with the Job Corps of the Employment and Training Administration of the U.S. Department of Labor; and
- a "Homeless Veterans Reintegration Project" authorized under JTPA Title IIIA (40%-Governor's Discretionary), JTPA Title IVC (Veterans Employment Service), and the *Stewart B. McKinney Homeless Assistance Act* and conducted by Swords to Plowshares under a subgrant with the EDD/JTPD [in coordination with this program, Swords also conducts a JTPA Title IIA (77%-Basic Year-Round Adult Training) Program under a subcontract with the PIC].

Please let us know if there are any questions about the attached report.

cc: Members of its Eval. and Plan. Committees  
Will Lightbourne, SFDHS  
Stephen Bingham, SFNLAF  
Lenee Ann Selman, EDD/OSO  
Roger Carón and Brad Eiftmann, SDSS/RPB  
Jacqueline Roberts, Regional USDOL/ETA/JC  
Virginia Hamilton, CWA

Mayor's and PIC's Staffs  
All PIC Subcontractors  
Irene Martinez, EDD/JTPD  
Mary Ann Goodwin, CDE/EPU  
Armando Quiroz, Regional USDOL/ETA  
Larry Kurzer, Regional USDOL/ETA  
Joan Crigger, USCM

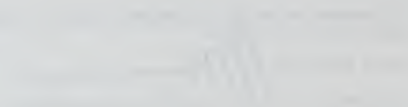
Attachments

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)



DEPARTMENT OF THE INTERIOR

BUREAU OF LAND MANAGEMENT



NOTICE OF PROPOSED ACTION

FOR THE

REVISION OF

THE

GENERAL

MANAGEMENT

PLAN

FOR THE

LANDS



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

MEMORANDUM (VIA OVERNIGHT MAIL)

TO: EMPLOYMENT DEVELOPMENT DEPARTMENT  
JOB TRAINING PARTNERSHIP DIVISION, MIC 69  
ATTENTION: POLICY UNIT  
800 CAPITOL MALL  
SACRAMENTO, CA 95811

DATE: OCTOBER 29, 1998

FROM: STEVE ARCELONA

SUBJECT: PY'97 ANNUAL REPORT TO THE GOVERNOR (IN RE TO: "JTPA DIRECTIVE D98-5")

I. Information Required by Section 104 (b)(13) of the Act:

"A. Program Activities":

1. Development and Approvals of the Initial and Subsequent PY'97 Modifications to San Francisco's PY'96-'97 Job Training Plan:

Compared to the chaos that surrounded the development and approvals of the initial San Francisco PY'96-'97 Job Training Plan (refer to the PY'96 Annual Report to the Governor dated November 21, 1997), the development and approvals of the initial PY'97 Modification to that Plan proceeded much more smoothly despite the facts that:

- a. several significant modifications to it had to be developed in order to accommodate some of the consequences that were anticipated initially from the *Personal Responsibility and Work Opportunity Reconciliation Act of 1996* (or the federal "welfare reform" legislation known as "PRWORA");
- b. a new competitive procurement process had to be conducted by the Council and the Mayor for all PY'97-'99 JTPA Titles II and III subcontracts of the PIC;
- c. negotiations of four separate proposed agreements with representatives of the EDD's San Francisco's Job Services and Unemployment Insurance Offices for four related programs (i.e., the JTPA Title III-EDWAA, NAFTA, and TAA Program, the UI Profiling Program, the Cal Jobs Program, and the One Stop Career Center System Program) had to be conducted and they ultimately resulted in a single agreement that was incorporated as an attachment to that plan modification; and,
- d. while Congress had granted the Secretary of Labor authority to waive selected provisions of the Act in August of 1996, it was not clear until April of 1997 (initially) and until September of 1998 (ultimately) if and how the Secretary and the Governor intended to exercise that authority.

Because all essential federal and state policies for PY'97 JTPA plans and appropriations, allotments, and allocations of all PY'97 JTPA monies had been formulated and communicated by March 31st of 1997, the Council and the Mayor, in collaboration with other parties, were able to formulate and approve a modification of San Francisco's PY'96-'97 Job Training Plan by the statutory date of April 11th. That approved plan modification was forwarded to the EDD/JTPD by May 2nd and, on behalf of the Governor, was approved unconditionally by the EDD/JTPD on May 29th.

**2. "(PY'97) Title IIA (77%-Basic Adult Year-Round) Training Program:**

As initially approved by the Council and the Mayor, this subpart of the plan modification included 29 discrete budget accounts (excluding those which were carried-over from PY'96 subcontracts and subaccounts within "Prime Brokering Subcontracts"), among which were authorizations for representatives of the PIC to negotiate and enter into:

- a. two "Prime Brokering Subcontracts" for "individual referral occupational classroom training" activities;
- b. eight "Prime Subcontracts" for "group-based occupational training" activities;
- c. three "Prime Subcontracts" for "occupational English as a second language training" activities;
- d. four "Prime Brokering Subcontracts" for "on-the-job training" (OJT) activities;
- e. two "Prime Brokering Subcontracts" for "individual referral occupational classroom training", "OJT", or both; and
- f. one "Prime Subcontract" for "other training" activities.

Between March and June of 1998, the budget for this subpart of the plan modification was supplemented with \$310,000 of PY'97 JTPA Title IIIA (60%-Formula Dislocated Workers Retraining) Program monies that were converted into PY'97 JTPA Title IIA (77%-Basic Adult Year-Round) Program monies; please refer to subparagraph I.A.8. of this report.

**3. "(PY'97 JTPA) Title IIA (5%-Older Individuals' Year-Round) Training Program:**

As initially approved by the Council and the Mayor, this subpart of the plan modification included seven discrete budget accounts (excluding those which were carried-over from PY'96 subcontracts and subaccounts within "Prime Brokering Subcontracts"), among which were authorizations for representatives of the PIC to negotiate and enter into:

- a. one "Prime Subcontracts" for "group-based occupational training" activities; and
- b. two "Prime Subcontracts" for "group-based, occupational, English as a second language training" activities.

**4. 1998 JTPA Title IIB (Summer Employment and Training Program):**

As initially approved by the Council and the Mayor, this subpart of the plan modification included approximately twenty discrete budget accounts, among which were authorizations for representatives of the PIC to negotiate and enter into for:

- a. 14 "Prime Subcontracts" for "work experience" activities; and
- b. three "Prime Subcontracts", or portions thereof, for "basic educational" activities.

**5. "(PY'97 JTPA) Title IIC (82%-Basic Youth Year-Round Training) Program":**

As initially approved by the Council and the Mayor, this subpart of the plan modification included eleven discrete budget accounts (excluding those which were carried-over from PY'96 subcontracts and subaccounts within "Prime Brokering Subcontracts"), among which were authorizations for representatives of the PIC to negotiate and enter into:

- a. one "Prime Brokering Subcontract" for "individual referral occupational classroom training" activities;
- b. two "Prime Subcontracts" for "group-based occupational training" activities; and
- c. one "Prime Subcontract" for "occupational English as a second language training" activities.

For the fifth program year since the Act was amended in 1992, it was still not feasible to develop any "Prime Brokering Subcontracts" for "on-the-job training" (OJT) activities in this subpart because of the requirement for the minimum subsidized wage in all OJT subcontracts to equal or exceed the average wage of all unsubsidized job placements recorded in the PY'96 JTPA Title IIA (77%-Basic Adult Year-Round Training) Program and because that latter figure was \$8.53 per hour.

Even though the Governor requested that the Secretary of Labor waive this requirement in May of 1997, the Secretary did not do so until May of 1998, it was not fully communicated to all SDA Administrators until September 1998, and, by that date, there was barely enough time left before the waiver expired at the end of PY'98 to develop and execute "Prime OJT Brokering Subcontracts" and to implement those activities in the remaining months.

**6. "(PY'97 JTPA) Titles IIA-IIC (5%-Incentive Year-Round Training) Program":**

Because the PIC and its subcontractors "met", but did not "exceed", the requisite number of model-adjusted performance standards in PY'96, San Francisco did not receive a PY'97 JTPA Titles IIA-IIC Incentive Award. Nevertheless, there were still unexpended and unobligated monies that were carried-forward from the PY'96 incentive award that the PIC and its subcontractors had earned in PY'95.

As initially approved by the Council and the Mayor, this subpart of the plan modification included eight discrete budget accounts (excluding those which were carried-over from PY'96 subcontracts and subaccounts within "Prime Brokering Subcontracts"), among which were authorizations for representatives of the PIC to negotiate and enter into:

- a. one "Prime Subcontract" for "targeted mentoring" and "school-year support" services under the Summer Training and Education Program (STEP) operated by the PIC and the San Francisco Unified School District; and
- b. one "Prime Subcontract" for "entrepreneurial training" activities.

**7. "(Four PY'97 JTPA) Titles IIA-IIC (8%-SECG Year-Round) Projects":**

The following four JTPA Titles IIA-IIC (8%-SECG) Projects were planned, developed, and implemented in San Francisco during PY'97 under four separate "Cooperative Agreements" between the California Department of Education and the PIC (the first of these four "Cooperative Agreements" was formula-based and approved by the Council and the Mayor in April of 1997 as an integral subpart of the initial PY'97 Modification to San Francisco's PY'96-'97 Job Training Plan while the remaining three agreements were all extensions of projects that were procured by the State through a statewide competition in early-PY'96):

- a. a JTPA Titles IIA-IIC (8%-TANF) Project [formerly known as a JTPA Titles IIA-IIC (8%-GAIN) Project] with two "Prime Subcontractors" providing "basic remedial education" with increasing emphases on "selected job training, development, and placement" activities for TANF Recipients who were or would be receiving benefits under the San Francisco Department of Human Services (SFDHS) CalWORKS Program; and

- b. three JTPA Titles IIA-IC (8%-School-to-Career) Projects with an equal number of "Prime Subcontractors" for:
  - i. selected "academies" conducted by the San Francisco Unified School District under a "Prime Subcontract" integrated with the "School Year Support" activities of the "Summer Training and Education Project" (STEP) and the "Mini-STEP" financed by the Mayor's Office of Children, Youth, and their Families with San Francisco local *ad valorem* "Childrens Fund" monies;
  - ii. a carpentry and cabinet-making project for adults and youths conducted by a community-based organization under a "Prime Subcontract" and one of the SFUSD's high schools; and
  - iii. a certified nursing assistants training program conducted by another community-based organization under a "Prime Subcontract" with the City College of San Francisco for young adult refugees from the former Soviet Union.

**8. JTPA Title IIIA (60%-Formula Year-Round Dislocated Workers Retraining) and (40%-Supplemental) Program:**

The portion of this subpart's initial overall budget that was set aside by the Council and the Mayor in April of 1997 for "individual referral retraining" for "long-term unemployed, homeless individuals" was maintained at approximately 33% and the remaining two-thirds of that budget was reserved for "individual referral retraining" activities for other "dislocated workers" who were carried-over in subcontracts from PY'96 and, to the extent that unobligated monies remained available, for obligation in new subcontracts for other workers who were dislocated after the start of PY'97.

By the end of January of 1998, most of the PIC's available PY'96 and PY'97 JTPA Title IIIA (60%-Year-Round Dislocated Workers) monies and all of the State's PY'97 JTPA Title IIIA (40%-Governor's Discretionary) monies were obligated in subcontracts of the PIC.

At the beginning of March of 1998, all SDA Administrators were notified (in "JTPA Information Bulletin No. B97-108") that:

- a. the EDD/JTPD still had unobligated PY'96 JTPA Title IIIA (40%-Governor's Discretionary) funds that, if not all expended prior to the end of PY'97, would be returned to the Federal Treasury; and
- b. new State policies had been established until the end of PY'97 to permit those monies:
  - i. to be substituted for current obligations of PY'96 and PY'97 JTPA Title IIIA (60%-Formula Dislocated Workers) monies;
  - ii. to be used to serve "Dislocated Workers" who were unemployed for reasons other than just "plant closures";
  - iii. to be transferred to the JTPA Title IIA (77%-Basic Year-Round Adult Training) Subpart Accounts; or
  - iv. to be used for all three purposes.

By April, the Council and the Mayor had conducted public hearings and approved a major modification to San Francisco's PY'96-'97 Job Training Plan in which:



- c. an additional \$400,000 of PY'96 JTPA Title IIIA (40%-Governor's Discretionary) monies were requested and \$80,000 of which was to be substituted for current and prospective obligations of PY'97 JTPA Title IIIA (60%-Formula Dislocated Workers) monies; and
- d. the remaining \$320,000 was to be transferred to the PY'97 JTPA Title IIA (77%-Basic Year-Round Adult Training) Subpart Account.

Please refer also to subparagraph I.A.2. of this report.

By the end of PY'97, all of these additional PY'96 JTPA Title IIIA (40%-Supplemental) monies plus at least eighty percent of San Francisco's remaining PY'97 JTPA Title IIIA (60%-Formula) monies had been expended, some of which represented PY'97-'98 obligations in "vendor subcontracts" that were liquidated prematurely before the end of PY'97.

#### **9. JTPA Title IIIA (40%-Governor's Discretionary Rapid Response) Project:**

During PY'97, the PIC and the EDD/JS Field Office No. 504 continued:

- a. to provide joint "rapid response" services to employers and employees experiencing WARN Notices and other actual or imminent office or facility closures and layoffs; and
- b. developing and implementing elements of San Francisco's "One Stop Career Center System".

#### **10. JTPA Title IIIA (40%-Military Base Closure) Project:**

This project, which was initially financed in PY'93 as a JTPA Title IIIB (DCA) Project for workers who were dislocated from the Presidio Army Base, was financed in subsequent years with JTPA Title IIIA (40%-Governor's Discretionary) monies and carried-over from PY'96 with "individual referral retraining" activities for remaining workers who had been dislocated from either the Treasure Island Naval Station or its annex, the Hunters Point Naval Shipyard. This project was completed and terminated at the end of PY'97.

### **"B. Participant Characteristics":**

Please refer to:

- 1. **Attachment No. 1** to this report which contains the PY'96-'97 "Enrollment Goals" as they were modified for PY'97;
- 2. **Attachment No. 2** to this report which contains the "Cumulative Characteristics Reports for All Enrolled and Placed Participants" for each Subpart Program in PY'97 (*in lieu* of the "JTPA 11 Participant Characteristics Summaries"); and
- 3. **Attachment No. 3** to this report which contains the "Actual versus Planned Characteristics of all Participants Served" for each Subpart Program in PY'97.

Any significant disparities between planned and actual representations of significant segments in enrollments or placements in each subpart program or each subcontracted program will, as time permits, be examined, compared with more recent data on the estimated numbers of eligibles, and they will be addressed in subsequent modifications to San Francisco's PY'98-'99 Job Training Plan.

In regard to the PY'97 Modifications incorporated in San Francisco's PY'96-'97 Job Training Plan with respect to the recent enactment of the PROWRA, note that:

4. the actual percentage of all participants enrolled in the JTPA Title IIA (77%-Basic Year-Round Adult Training) Program receiving any kind of "public assistance" increased from 38.89 % in PY'96 to 41.44% in PY'97 (the goal was modified from 30.00% in PY'96 to 50.00% in PY'97);
5. the actual percentage of all participants enrolled in the JTPA Title IIA (5%-Older Individuals Training) Program receiving TANF or CalWORKS Benefits decreased from 0.79 % in PY'96 to 0.00% in PY'97 (this goal was modified from 3.00% in PY'96 to 4.00% in PY'97), the percentage of participants enrolled in that same program receiving General Assistance Benefits increased from 3.97% in PY'96 to 4.44% in PY'97 (the goal was modified from 7.00% in PY'96 to 20.00% in PY'97), but the percentage receiving SSI/SSP Benefits in this program increased from 7.94% in PY'96 to 13.33% in PY'97 (the PY'96 enrollment goal of 1.00% for this groups of recipients was eliminated in PY'97);
6. the actual percentage of all participants enrolled in the JTPA Title IIB (Summer Youth Employment and Training Program) receiving TANF or CalWORKS Benefits decreased from 28.28 % in 1997 to 26.38% in 1998 (this goal was modified from 40.00% in 1997 to 47.00% in 1998) and the percentage of participants enrolled in this same program receiving General Assistance Benefits decreased from 0.31% in 1997 to 0.15% in 1998 (the goal was modified from 1.00% in 1997 to 3.00% in PY'97); and
7. the actual percentage of all participants enrolled in the JTPA Title IIC (82%-Basic Year-Round Youth Training) Program receiving TANF or CalWORKS Benefits decreased from 14.39 % in PY'96 to 9.59% in PY'97 (this goal was modified from 18.00% in PY'96 to 39.00% in PY'97) and the percentage of participants enrolled in this same program receiving General Assistance Benefits decreased from 6.06% in PY'96 to 5.48% in PY'97 (the goal was modified from 7.00% in PY'96 to 6.00% in PY'97)

**C. "Attainment of Performance Standards":**

Please refer to **Attachment No. 4** to this report. While the EDD/JTPD has confirmed the actual versus standard performance comparisons for the PY'97 JTPA Title IIIA (60%-Formula Dislocated Workers) Program, it has yet to do so for any of the PY'97 JTPA Title II Subpart Programs.

**D. "Nontraditional Employment for Women (or 'NEW') Training Goals":**

Please refer to the PY'96-'97 "Enrollment Goals" as they were modified for PY'97 in **Attachment No. 1** of this report. Of all participants who were planned to be enrolled in:

1. the JTPA Title IIA (77%-Basic Year-Round Training) Program, five percent (or approximately ten percent of all females) were to be in training for "non-traditional occupations";
2. the JTPA Title IIA (5%-Older Individuals Program), three percent (or approximately five percent of all females) were to be in training for "non-traditional occupations";
3. the JTPA Title IIC (82%-Basic Year-Round Youth Training) Program, were to be in training for "non-traditional occupations"; and
4. no "non-traditional occupational" training goals were established for females in the JTPA Title IIIA (60%-Formula Dislocated Workers) Program because no enrollment goals were established for that Subpart of the Job Training Plan.

Summary data in the following table display the total numbers of females who were actually trained and placed in "non-traditional occupations" in these three PY'97 JTPA Title II Subparts and the PY'97 JTPA Title IIIA (60%-Formula) Subpart while the detailed data contained in **Attachment No. 5** to this report display the specific "non-traditional occupations" in which each was trained and placed.

<b>Non-traditional Employment for Women (NEW) Statistics</b>	<b>PY'97 Title II</b>	<b>PY'97 Title III</b>
Total Number of Women Trained	643	332
Total Number of Women Trained in Non-traditional Occupations	11	13
Total Number of Women Placed	255	128
Total Number of Women Placed in Non-traditional Occupations	11	13
Total Number of Women Enrolled, Non-traditional Apprenticeship Opportunities	0	0

**"E.NEW Program Elements":**

Compared to the number of PIC Subcontractors that contributed to the NEW statistics for San Francisco in PY'96, the number that contributed in PY'97 was substantially greater even though the overall magnitude of the NEW statistics was significantly smaller.

**"F.NEW Training and Placement Statistics":**

Please refer to **Attachment No. 5** to this report.

**II. Additional Information Required by "JTPA Directive No. D98-5":**

**"A.Highlights of Activities that were Especially Effective in Reaching, Serving, and Linking Special Target Populations (e.g., Welfare Recipients, Older Workers, Teen Parents, Offenders, Non-College Bound Youths, etc.)":**

The PIC and its subcontractors continue to excel in "reaching, serving, and linking special target populations" specified in San Francisco's Job Training Plan on the assumptions that:

1. the specified national multiple regression models will "adjust" the "performance standard values" that have been specified by the Secretary of Labor (i.e., the "national departure points") for each of those "special target populations" to accommodate any empirically predictable influence services to that group is expected to have on that subpart's performance measures; and
2. the USDOL/ETA will continue to honor the applications of those "adjustments" to each performance standard value (which, in PY'96, the USDOL/ETA declined to do with respect to the PY'95 performance measures and without any explanation).

In those respects, the PIC and its subcontractors continue to:

3. meet and substantially exceed the requirement for serving "hard to serve adults" specified in section 203 (b) of the Act for the JTPA Title IIA (77%-Basic Year-Round Adult Training) Program (the Act specifies 50%, San Francisco's PY'96-'97 Job Training Plan specifies 80%, and, in PY'97, 92% of all adults served in that program actually met those criteria); and
4. meet and substantially exceed the requirement for serving "hard to serve youths" specified in section 263 (d) of the Act for the JTPA Title IIC (82%-Basic Year-Round Youth Training) Program (the Act specifies 50%, San Francisco's PY'96-'97 Job Training Plan specifies 80%, and, in PY'97, 100% of all youths served in that program actually met those criteria).

In addition and although it no longer results in the reallocation of "excess unexpended monies" among California SDAs, San Francisco continues to be one of the few in which:

5. most, if not all, JTPA Title IIA (5%-Older Individuals Program) monies are consistently expended within the year of allocation because the actual number of individuals recruited and enrolled meets and exceeds the number of who could have been served for that amount of dollars; and

6. most, if not all, JTPA Titles IIA-IIC (8%-GAIN-TANF) Project monies are consistently expended within the year of allocation because the actual number of CalWORKS and TANF Recipients who are referred from the San Francisco Department of Human Services and enrolled by the PIC meets and exceeds the number of who could have been served with those monies.

Since all State policies to reallocate "excess unexpended funds" among California SDAs where not otherwise required federally have been rescinded, the PIC is now requesting that the EDD/JTPD report to all California SDAs any JTPA funds which have been returned to the Federal Treasury unexpended at the end of the third program year after the one for which they had been appropriated because of the requirements of section 161 (b)(1) of the Act.

And, while no specific enrollment goals were established for the JTPA Title IIIA (60%-Formula Dislocated Worker) Subparts of either San Francisco's or most other SDAs' job training plans, San Francisco continues to be one of the few SDAs in the country which targets a substantial portion of its JTPA Title IIIA (60%-Formula Dislocated Worker) monies (i.e., between 20% and 38%) on "long-term unemployed and homeless dislocated workers".

Please refer also to subparagraphs I.B.5.-7. of this report, the data for which indicate that, with the PRWORA and the Welfare-to-Work Programs (which were authorized in a 1997 amendment to the PRWORA) and the new incentives and penalties provided in them, entirely new referral mechanisms and arrangements between County Welfare Departments and Service Delivery Area Administrative Entities have to be developed and implemented.

**"B.Outstanding Examples of Interagency Coordination and Cooperation (e.g., Linkages with Agencies such as the California Conservation Corps, the Job Corps, Labor Organizations, Educational Agencies, Public Housing Groups, Local Community Service Groups, etc.):"**

1. The PIC continued to plan, develop, administer, and, in collaboration with:
  - a. the original "Core Partners" (i.e., the City College of San Francisco, the EDD's Job Services Field Office No. 504, the San Francisco Office of the National Council on Aging, and the San Francisco Department of Human Services);
  - b. subsequent "Core Partners" (i.e., the Committee of Contracting Agencies, the EDD's Unemployment Insurance Field Office, the San Francisco Employer Advisory Council, the San Francisco Unified School District, and the State Department of Rehabilitation); and
  - c. subsequent "Supporting Partners" (i.e., the PIC's Jobs For Youth Program, the San Francisco Commission on Aging, and the San Francisco Public Library System);

to implement the "One Stop San Francisco System" under a "One Stop Career Center System Implementation Subgrant" that was executed by the EDD/OSO and the PIC in December of 1997 and, subsequently, a "One Stop Career Center System Technology Subgrant" that was executed by the EDD/OSO and the PIC in June of 1998.

Because the building in which the EDD's Job Services Office and the initial elements of the "One Stop San Francisco System" (along with the PIC) were housed was closed for seismic retrofitting in September of 1997, the initial elements of the "One Stop San Francisco System" were moved to:

- d. and consolidated within the building housing the EDD's Unemployment Insurance Field Office No. 021;
- e. an annex that was rented by the SFDHS and opened across the street from that office to house some of the excess personnel;

- f. another "center" that was rented by the SFDHS in the Bayview Hunters Point District that was opened at the Southeast Community Facility; and
- g. another "center" that was rented by the SFDHS on Bush Street to serve the Northeast section of The City (i.e., Chinatown, North Beach, the Tenderloin, etc.).

While implementation of both subgrants and integration of the partners' services are progressing nicely, in both cases progress is not being made as fast as was anticipated because:

- h. the PIC Subcontract for the development of a Web Site and On-Line Database for the "One Stop San Francisco System" is just now being let;
  - i. the development of that Web Site and On-Line Database should be completed about the end of March of 1999; and,
  - j. by that date, the development an "Omnibus Partnership Agreement" between all of the "Core Partners" (other organizations are expected to join the partnership) and the "Supporting Partners" is expected to be completed so that, between then and July of 2000 (when the *Workforce Investment Act* becomes fully effective) and thereafter, arrangements will have been made to finance and duties and responsibilities will have been assigned to maintain and administer that Web Site and On-Line Database.
2. In regard to the evolving "One Stop San Francisco System" and in response to repeated requests from representatives of the local private sector, the PIC developed and implemented, with financing from the PIC's JTPA Subgrants and a contract with the Mayor's Office of Community Development (i.e., using Community Development Block Grant monies), an aggressive marketing program for all local, state, and federal hiring tax credit programs.
  3. In collaboration with other representatives of the private sector and:
    - a. representatives of one of two San Francisco EDD Field Offices, of the San Francisco Unified School District, of the Mayor's Office of Children, Youth, and their Families, and of the Youth Employment Coalition, the PIC continued to plan, develop, administer, and implement the Jobs For Youth Program, one of the "first steps" into the "One Stop San Francisco Program System";
    - b. representatives of the SFDHS, of the United Way of the Bay Area, of the San Francisco Chamber of Commerce, and of the Committee on Jobs, the President of the PIC participates as a member of the Board of Directors for "San Francisco Works", one of two major private sector responses to the PRWORA; and
    - c. representatives of the Mayor's Office of Community Development, the San Francisco Small Business Network, the Roberts Foundation Enterprise Development, and Juma Ventures, a local non-profit business development corporation, the PIC continues to participate in the planning, development, and implementation of the "Job Network", another of the private sector's responses to the PROWRA.
  4. In reaction to the PROWRA and in collaboration with representatives of the San Francisco Naturalization Project, the San Francisco Commission on Aging, and the San Francisco Department of Human Services, the PIC developed and is now administering and implementing a D/HHS-financed program to assist older refugees in the naturalization process.
  5. In collaboration with the City College of San Francisco, the PIC continued to carry-out its responsibilities under their "Memorandum of Understanding" with regard to CCSF instructors for community based organizations under subcontract with the PIC and other arrangements.



6. In collaboration with representatives of both EDD Field Offices in San Francisco, representatives of the PIC continued to develop a single "Annual Omnibus Agreement" for the five following related programs (i.e., the JTPA Title III-EDWAA Program, NAFTA and TAA Program, the UI Profiling Program, the Cal Jobs Program, and the One Stop Career Center System Program).
7. Representatives of the PIC consulted with representatives of several private sector corporations bidding for the contract to manage the new center on Treasure Island and collaborated with one (the USDOL/ETA is scheduled to announce the contract award by the first of December with a start date of about June or July of 1999).
8. Representatives of the PIC collaborated with representatives of the Every Child Can Learn Foundation, the San Francisco Chamber of Commerce, and the SFUSD to develop the "San Francisco School-to-Career Partnership" (the initial implementation subgrant for which was announced by the State at the end of PY'97).
9. Along with Asian Neighborhood Design (a community based organization), the City College of San Francisco, Jewish Vocational Service, the Mayor's Office of Children Youth, and their Families, and the San Francisco Unified School District, the PIC continued to administer three "JTPA Titles IIA-IIC (8%-School-to-Career) Projects which, because of State legislation enacted at the end of PY'97 requiring more comprehensive "school-to-career partnerships" be used instead, will probably not be continued in PY'98.
10. During the summer of 1997, the PIC continued to administer, in collaboration with the Mayor's Office of Community Development and the San Francisco Housing Authority, a smaller version of the "Housing Authority Summer Youth Program" that was initiated in the summer of 1996. The program was not renewed for the summer of 1998.
11. Representatives of the PIC, of the San Francisco Department of Human Services, of the Mayor's Office, of the Board of Supervisors, and other agencies of the City and County of San Francisco continued to collaborate closely with respect to:
  - a. the "Workforce Development Steering Committee";
  - b. the development of the "First Source Hiring Ordinance" (which was enacted shortly after the end of PY'97) and the development and implementation of the "First Source Hiring Administration";
  - c. the development of a three-year "Omnibus Contract Between the PIC and the SFDHS" which was executed in April of 1998 and under which the former will develop, implement, and administer an employment and training program system for CalWORKS Recipients who are not eligible to receive employment and training services under "San Francisco's FFY'98-01 Competitive Welfare-to-Work Program" or its "Formula FFY'98-01 Welfare-to-Work Program";
  - d. the development of a modification to the "Omnibus Contract Between the PIC and the SFDHS" incorporating the "Personal Assisted Employment Services" (or PAES) Program for employment and training services for recipients of General Assistance benefits;
  - e. the development of several "First Round" and "Second Round" applications for "Competitive FFY'98-01 Welfare-to-Work Project Grants" (one of San Francisco's "First Round" applications has already been selected and its implementation is now underway - "Second Round" grant awards are scheduled to be announced sometime in November of 1998);

- f. the reviews and analyses of over a dozen applications from other parties for "First Round" and "Second Round FFY'98-01 Competitive Welfare-to-Work Project Grants" to serve San Franciscans (besides the PIC's "First Round" application, none were selected);
- g. the reviews and analyses of over a half dozen applications from other parties for "Governor's Competitive Welfare-to-Work Project Subgrants" to serve San Franciscans (none were selected);
- h. the development of "San Francisco's FFY'98-01 Formula Welfare-to-Work Plan" which, while submitted on the last day of PY'97, was not approved until September of 1998.
- i. the development of a single contract (which the State Department of Social Services imposed on San Francisco) between the PIC and the SFDHS to administer four different federally financed programs for "Refugees";
- j. the development of a single contract between the PIC and the SFDHS to administer the "Homeless Employment Collaborative" under San Francisco's "Supportive Housing Program Grant" from the U.S. Department of Housing and Urban Development; and
- k. to weave all of these grants, subgrants, and contracts together into a single, seamless, system of employment and training services for all San Franciscans receiving either CalWORKS, General Assistance, Refugee Cash Assistance, or TANF Benefits.

12. Senior representatives of the PIC also:

- a. continued to be the primary representative of the City and County of San Francisco to the USDOL/ETA for the new Job Corps Center that is being developed on The City's Treasure Island;
- b. continued to participate as one of half dozen SDA Administrators on the EDD's "SDA Advisory Committee";
- c. participated, along with the chief executive of the San Francisco Department of Human Services, on the State's new "Welfare-to-Work Advisory Committee";
- d. continued to participate as one of approximately a dozen SDA representatives on the EDD's "JTA MIS Operations and Oversight Committee";
- e. continued to participate on the "Bay Area Partnership" and on several of its committees;
- f. continued to participate in the San Francisco Chamber of Commerce's "Leadership San Francisco Program" and on the "San Francisco Leadership Council's" Board of Directors;
- g. continued to participate on the United Way of the Bay Area's Leadership Council;
- h. continued to participate on the Governing Board of the federally-designated "Enterprise Communities" and in the development of an application for a federally-designated "Empowerment Zone";
- i. continued to participate on The City's State-designated "Enterprise Zone" coordination committee;
- j. continued to participate as members or officers of the boards of directors of two SBA "Certified Development Companies"; and
- k. continued to participate on The City's "Interdepartmental Work Group".



**"C.Highlights of Activities that were Especially Effective in Demonstrating New or Innovative Service Delivery Methods":**

In collaboration with all "One Stop Core and Supporting Partners", the PIC continued to plan, develop, and, on an even more expanded basis, provide more "seamless services" based on:

1. in over 600 CalWORKS, Homeless Employment Collaborative, JTPA, and "Refugee" sub-contracts annually (each of which had an average of fewer than three participants);
2. a "no wrong door" approach through which access to any part of the system should be obtainable through:
  - a. any of the "One Stop San Francisco Core or Supporting Partners"; or
  - b. any of the following five "One Stop San Francisco Centers or Hubs":
    - i. the PIC's Jobs For Youth Program in which:
      - (A) employers are offered targeted distribution of their job opportunity listings and promptly and properly screened referrals; and
      - (B) youths between 16 and 24 years of age and community based organizations serving them are offered expanded access to private sector job opportunities;
    - ii. the San Francisco Career Link Center and its annex;
    - iii. the Bayview Hunter Point Career Center;
    - iv. the Bush Street Career Center serving the Northeast portion of The City; and
    - v. the Central Intake Point, administered by the International Rescue Committee, offering refugees being initially resettled in San Francisco pertinent assessments and referrals to appropriate educational, training, and labor exchange services.

**"D.Highlights of Activities that were Especially Effective in Demonstrating Job Training Initiatives Such As One-Stop Career Centers, Academic Enrichment, Development of Workplace Competencies Based on the Secretary's Commission on Achieving Necessary Skills (SCANS) Report, School-to-Work Activities, Career Academies, and Linkages with JTPA Titles III and IV Programs":**

1. Refer to subparagraphs II.B.1.-6. and II.C. in regard to "One Stop San Francisco".
2. The differences noted in the PIC's "PY'96 Annual Report to the Governor" over how the USDOL/ETA, the EDD/CRD, the EDD/JTPD, the PIC, and, perhaps most significantly, the Private Industry Council of San Francisco define "employment competencies" for purposes of JTPA Performance Standards appear not only to have remained unresolved throughout PY'97, but they may have spread:
  - a. shortly after the end of PY'97, the EDD/JTPD (in "JTPA Information Bulletin No. B98-2 and based on instructions from the USDOL/ETA) suspended "due process" and instructed selected SDA Administrative Entities to submit to reviews conducted by representatives of the EDD/CRD "to validate" all "employment competencies" that had been reported during PY'97 (because the PIC did not report that its "Youth Employability Enhancement Rate Standard" was met during PY'97, the PIC was not among the SDA Administrative Entities selected for one of those reviews); and

- b. the U.S. General Accounting Office and the USDOL/ETA's Job Corps Administration engaged a public debate over whether the acquisition of some, but not necessarily all "employment competencies" specified for certain occupations, ought to satisfy the criteria specified in JTPA Title IVA Programs for "completion" of that training.
3. Because of the new State "budget control" language on the use of the JTPA Titles IIA-IIC (8%-School-to-Career) monies in PY'98, all three San Francisco School-to-Career Projects operated from PY'95 through PY'97 have been terminated (or at least temporarily suspended) and, if they are replaced at all, they will be replaced by a project that amounts to less than one-third of the combined budgets of those three projects.

**"E.Highlights of Activities that were Especially Effective in Reducing Duplication, Promoting the Sharing of Information, and/or Leveraging Additional Funding for Program Activities (e.g., Entrepreneurial Training, Microenterprise Program, etc.):"**

While the USDOL/ETA finally approved (in May of 1998) ten of the twelve waivers of JTPA requirements that were requested by the Governor in May of 1997 and while the *Appropriations for the Departments of Education, Health and Human Services, and Labor for Federal Fiscal Year 1998* provided essentially the same waiver authority that was provided in the FFY'97 legislation, notice of that approval was not published until late-July of 1998 and the complete requirements for adopting any of those waivers were not published until late-August of 1998, leaving only nine or fewer months (after conducting local public hearings) for implementing those which were adopted.

**"F.Highlights of Activities that may Prove Helpful to Other SDAs in Delivering Program Services (e.g., Special Activities, Demonstration Programs, etc.):"**

While representatives of the PIC are unable to presume that any of the "lessons they have learned" would be of benefit to their counterparts or others in the State, its representatives would, time and costs permitting, be willing to share whatever seems to be of value with whomever expresses an interest. Please let us know.

### III. Postscript

#### A. Appreciation, Additional Information, and a Recommendation

We appreciate the fact that the instructions for this report were published about two months earlier than they were last year. However, once the EDD/JTPD is able to provide written confirmation of the actual versus standard performance comparisons for all of the PY'97 JTPA Title II Subpart Programs (refer to paragraph I.C. of this report), the annual "Benefit/Cost Report" on all San Francisco JTPA Titles II and III Subpart Programs and PIC Subcontracts will be published. As a consequence, it is suggested that the due date for these annual reports be changed from the end of the October to the end of the November following the Program Year being reported.

cc: Mayor Willie L. Brown, Jr.  
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## ENROLLMENT GOALS FOR SAN FRANCISCO'S PY'97-'99 JOB TRAINING PLANS

SIGNIFICANT SEGMENTS (A)	1990 CENSUS TOTAL POP. (B)	CA EDD/LMID & SF DHS: ESTIMATED TITLE II ELIGIBLES					APPROVED ENROLLMENT GOALS			
		ELIGIBLES AGES 14-21 (C)	ELIGIBLES AGES 16-21 (D)	ELIGIBLES AGES 16-72 (E)	ELIGIBLES AGES 22-72 (F)	ELIGIBLES AGES 55-72 (G)	TITLE IIA (77%) (F)	TITLE IIA (5%-OIP) (G)	TITLE IIB (SYETP) (C)	TITLE IIC (82%) (D)
Total Number	723,959	10,540	7,654	68,684	61,030	12,278	TBD	TBD	TBD	TBD
Universe	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100 %	100 %	100 %	100 %
Females	49.9 %	53.2 %	51.9 %	53.9 %	54.1 %	60.4 %	52 %	63 %	53 %	52 %
• [Women In Non-trad. Jobs]	N/A	N/A	N/A	N/A	N/A	N/A	[5 %]	[3 %]	[3 %]	[3 %]
Males	50.1 %	46.8 %	48.1 %	46.1 %	45.9 %	39.6 %	48 %	37 %	47 %	48 %
Ages, 14-15	1.6 %	27.4 %	...	...	...	...	...	...	39 %	...
Ages, 16-21	6.8 %	72.6 %	100.0 %	11.1 %	...	...	...	...	61 %	100 %
Ages, 22-54	55.6 %	...	...	71.0 %	79.9 %	...	91 %	...	...	...
Ages, 55+	23.3 %	...	...	17.9 %	20.1 %	100.0 %	9 %	100 %	...	...
Am. Indian + AK Nat. (NH) /1.	0.4 %	0.7 %	1.0 %	0.6 %	0.6 %	0.3 %	1 %	0 %	1 %	1 %
Asian + Pacific Islander	28.4 %	33.6 %	29.6 %	27.8 %	27.6 %	37.1 %	39 %	49 %	37 %	35 %
• [Asian-Indian]	[0.4 %]	N/A	N/A	N/A	N/A	N/A	[1 %]	[1 %]	[1 %]	[1 %]
• [Chinese]	[17.6 %]	N/A	N/A	N/A	N/A	N/A	[24 %]	[30 %]	[23 %]	[22 %]
• [Cambodian]	[0.2 %]	N/A	N/A	N/A	N/A	N/A	[0 %]	[0 %]	[0 %]	[0 %]
• [Filipino]	[5.9 %]	N/A	N/A	N/A	N/A	N/A	[8 %]	[10 %]	[8 %]	[8 %]
• [Hawaiian]	[0.1 %]	N/A	N/A	N/A	N/A	N/A	[0 %]	[0 %]	[0 %]	[0 %]
• [Japanese]	[1.7 %]	N/A	N/A	N/A	N/A	N/A	[2 %]	[2 %]	[2 %]	[2 %]
• [Korean]	[0.9 %]	N/A	N/A	N/A	N/A	N/A	[1 %]	[2 %]	[1 %]	[1 %]
• [Samoan]	[0.3 %]	N/A	N/A	N/A	N/A	N/A	[1 %]	[1 %]	[0 %]	[0 %]
• [Vietnamese]	[1.3 %]	N/A	N/A	N/A	N/A	N/A	[2 %]	[2 %]	[2 %]	[2 %]
• [Other Asian/Pi]	[0.0 %]	N/A	N/A	N/A	N/A	N/A	[0 %]	[0 %]	[0 %]	[0 %]
Blacks (NH) /1.	10.5 %	24.9 %	23.1 %	19.7 %	19.2 %	16.4 %	28 %	28 %	33 %	30 %
• [Black Males]	N/A	N/A	N/A	N/A	N/A	N/A	[15 %]	[10 %]	[15 %]	[10 %]
Hispanic (NAPI) /1.	13.9 %	23.0 %	25.8 %	18.2 %	17.2 %	11.1 %	23 %	16 %	24 %	24 %
Whites (NH) /1.	46.6 %	17.8 %	20.4 %	33.7 %	35.4 %	35.1 %	9 %	7 %	5 %	8 %
Others (NH) /1.	0.2 %	...	...	...	...	...	0 %	0 %	0 %	1 %
Pub. Asst. Recipient /3.	N/A	N/A	N/A	N/A	N/A	N/A	50 %	TBD	TBD	TBD
• [AFDC Recipient]	4.5 %	45.7 %	39.3 %	19.2 %	19.4 %	3.6 %	TBD	[4 %]	[47 %]	[39 %]
• [GA Recipient]	1.6 %	3.1 %	5.8 %	16.5 %	17.8 %	20.5 %	TBD	[20 %]	[3 %]	[6 %]
• [RCA Recipient]	N/A	N/A	N/A	N/A	N/A	N/A	TBD	TBD	TBD	TBD
• [SSI Recipient]	N/A	N/A	N/A	N/A	N/A	N/A	TBD	TBD	TBD	TBD
Food Stamp Recipient	N/A	N/A	N/A	N/A	N/A	N/A	TBD	TBD	TBD	TBD
Disabled	N/A	7.9 %	9.3 %	19.7 %	21.0 %	34.4 %	10 %	5 %	10 %	10 %
Homeless	N/A	N/A	N/A	N/A	N/A	N/A	5 %	5 %	5 %	5 %
Hard-To-Serve Adults	N/A	...	...	...	...	...	80 %	65 %	...	...
Hard-To-Serve Youths	N/A	N/A	N/A	N/A	...	...	...	...	80 %	80 %
• [School Dropouts]	N/A	15.4 %	18.9 %	32.6 %	34.3 %	54.3 %	N/A	N/A	[20 %]	[75 %]
Lim. English Proficient	N/A	16.4 %	15.7 %	24.2 %	25.2 %	39.1 %	30 %	30 %	10 %	30 %
Veterans	N/A	N/A	N/A	N/A	N/A	N/A	9 %	14 %	0 %	2 %

1./2. LEGEND: TBD means "To Be Determined." NH means "Not Hispanic." NAPI means "Not Asian or Pac. Islander." NA means that the data are "Not Available" and if they were, they would be relevant.

... means that the data are neither available nor relevant, and ... means revised EDD/LMID data and proposed revised enrollment goals.

Column B-G data for AFDC & GA from SFPHS (Rhetor) Case Data System, Sep. 1996. AFDC figures include both caregivers and children.

3. PUBLIC ASSISTANCE:

Jan. 27, 1994 (revised Feb. 28, 1996, Dec. 12, 1996, and Jan. 3, 1997 and proposed revisions of June 24, 1997)



## ATTACHMENT NO. 2

(Page 1 of 6)

REPORT:CCR\_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 06 1998

CUMULATIVE CHARACTERISTICS REPORT

04:38pm

For ALL Enrolled and Placed Participants

For All JTPA Subgrants

PERIOD: 07/01/1997 TO 06/30/1998

CHARACTERISTICS GROUP DESCRIPTIONS	220-IIA 77% ADULT				270-IIC 82% YOUTH			
	ALL ENROLLED		ALL PLACED		ALL ENROLLED		ALL PLACED	
	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT
TOTAL	555	100.0%	282	100.0%	73	100.0%	38	100.0%
GENDER								
FEMALE	339	61.1%	169	59.9%	52	71.2%	25	65.8%
MALE	216	38.9%	113	40.1%	21	28.8%	13	34.2%
AGE								
14 - 15	0	0.0%	0	0.0%	0	0.0%	0	0.0%
16 - 17	0	0.0%	0	0.0%	11	15.1%	7	18.4%
18 - 21	0	0.0%	0	0.0%	62	84.9%	31	81.6%
22 - 29	169	30.5%	101	35.8%	0	0.0%	0	0.0%
30 - 44	273	49.2%	130	46.1%	0	0.0%	0	0.0%
45 - 54	97	17.5%	47	16.7%	0	0.0%	0	0.0%
55 AND UP	16	2.9%	4	1.4%	0	0.0%	0	0.0%
SCHOOL DROP OUTS	68	12.3%	35	12.4%	30	41.1%	18	47.4%
RACE/ETHNIC GROUP								
WHITE (N.H.)	131	23.6%	64	22.7%	3	4.1%	1	2.6%
BLACK (N.H.)	151	27.2%	72	25.5%	14	19.2%	4	10.5%
HISPANIC	112	20.2%	54	19.1%	45	61.6%	29	76.3%
AM.IND./ALAS. NAT.	5	0.9%	3	1.1%	0	0.0%	0	0.0%
ASIAN/PACIFIC ISL.	156	28.1%	89	31.6%	11	15.1%	4	10.5%
(FILIPINO)	12	2.2%	4	1.4%	4	5.5%	2	5.3%
(CHINESE)	67	12.1%	31	11.0%	6	8.2%	2	5.3%
(JAPANESE)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(KOREAN)	58	10.5%	45	16.0%	0	0.0%	0	0.0%
(OTHER ASIAN)	12	2.2%	6	2.1%	0	0.0%	0	0.0%
(OTHER PACIF.)	7	1.3%	3	1.1%	1	1.4%	0	0.0%
LIM. ENG. SPR. ABIL.	192	34.6%	106	37.6%	11	15.1%	4	10.5%
DISABLED	64	11.5%	27	9.6%	3	4.1%	0	0.0%
EX-OFFENDERS	52	9.4%	28	9.9%	2	2.7%	1	2.6%
SINGLE PARENTS	140	25.2%	59	20.9%	18	24.7%	8	21.1%
PUBLIC ASST. RECIPNT	230	41.4%	101	35.8%	12	16.4%	3	7.9%
AFDC	103	18.6%	40	14.2%	7	9.6%	3	7.9%
SSI/SSP	24	4.3%	9	3.2%	1	1.4%	0	0.0%
GA/RCA	104	18.7%	53	18.8%	4	5.5%	0	0.0%
FOOD STAMP RECIPNT	214	38.6%	93	33.0%	13	17.8%	4	10.5%
TOTAL VETERANS	33	5.9%	21	7.4%	0	0.0%	0	0.0%
VIETNAM ERA	13	2.3%	10	3.5%	0	0.0%	0	0.0%
HOMELESS	57	10.3%	30	10.6%	2	2.7%	0	0.0%
HARD-TO-SERVE INDIV.	510	91.9%	251	89.0%	73	100.0%	38	100.0%
ECON. DISADVANTAGED	547	98.6%	279	98.9%	71	97.3%	37	97.4%

## ATTACHMENT NO. 2

(Page 2 of 6)

REPORT:CCR\_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 06 1998

CUMULATIVE CHARACTERISTICS REPORT

04:38pm

For ALL Enrolled and Placed Participants

For All JTPA Subgrants

PERIOD: 07/01/1997 TO 06/30/1998

CHARACTERISTICS GROUP DESCRIPTIONS	230-IIA 5% OLDER INDIVIDUAL				110-II/C 5% INCENTIVE			
	ALL ENROLLED	ALL PLACED	ALL ENROLLED	ALL PLACED	ALL ENROLLED	ALL PLACED	ALL ENROLLED	ALL PLACED
	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT
TOTAL	90	100.0%	69	100.0%	84	100.0%	0	0.0%
GENDER								
FEMALE	48	53.3%	35	50.7%	45	53.6%	0	0.0%
MALE	42	46.7%	34	49.3%	39	46.4%	0	0.0%
AGE								
14 - 15	0	0.0%	0	0.0%	25	29.8%	0	0.0%
16 - 17	0	0.0%	0	0.0%	44	52.4%	0	0.0%
18 - 21	0	0.0%	0	0.0%	3	3.6%	0	0.0%
22 - 29	0	0.0%	0	0.0%	1	1.2%	0	0.0%
30 - 44	0	0.0%	0	0.0%	6	7.1%	0	0.0%
45 - 54	0	0.0%	0	0.0%	3	3.6%	0	0.0%
55 AND UP	90	100.0%	69	100.0%	2	2.4%	0	0.0%
SCHOOL DROP OUTS	45	50.0%	43	62.3%	3	3.6%	0	0.0%
RACE/ETHNIC GROUP								
WHITE (N.H.)	5	5.6%	1	1.4%	7	8.3%	0	0.0%
BLACK (N.H.)	0	0.0%	0	0.0%	52	61.9%	0	0.0%
HISPANIC	1	1.1%	0	0.0%	10	11.9%	0	0.0%
AM.IND./ALAS. NAT.	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ASIAN/PACIFIC ISL.	84	93.3%	68	98.6%	15	17.9%	0	0.0%
(FILIPINO)	2	2.2%	1	1.4%	1	1.2%	0	0.0%
(CHINESE)	58	64.4%	53	76.8%	5	6.0%	0	0.0%
(JAPANESE)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(KOREAN)	24	26.7%	14	20.3%	0	0.0%	0	0.0%
(OTHER ASIAN)	0	0.0%	0	0.0%	7	8.3%	0	0.0%
(OTHER PACIF.)	0	0.0%	0	0.0%	2	2.4%	0	0.0%
LIM. ENG. SPR. ABIL.	77	85.6%	65	94.2%	2	2.4%	0	0.0%
DISABLED	2	2.2%	1	1.4%	9	10.7%	0	0.0%
EX-OFFENDERS	0	0.0%	0	0.0%	5	6.0%	0	0.0%
SINGLE PARENTS	0	0.0%	0	0.0%	3	3.6%	0	0.0%
PUBLIC ASST. RECIPNT	16	17.8%	7	10.1%	48	57.1%	0	0.0%
AFDC	0	0.0%	0	0.0%	41	48.8%	0	0.0%
SSI/SSP	12	13.3%	6	8.7%	3	3.6%	0	0.0%
GA/RCA	4	4.4%	1	1.4%	4	4.8%	0	0.0%
FOOD STAMP RECIPNT	4	4.4%	1	1.4%	47	56.0%	0	0.0%
TOTAL VETERANS	0	0.0%	0	0.0%	0	0.0%	0	0.0%
VIETNAM ERA	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HOMELESS	0	0.0%	0	0.0%	1	1.2%	0	0.0%
HARD-TO-SERVE INDIV.	89	98.9%	69	100.0%	80	95.2%	0	0.0%
ECON. DISADVANTAGED	90	100.0%	69	100.0%	83	98.8%	0	0.0%



REPORT:CCR_RPT	PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.						Oct 06 1998	
	CUMULATIVE CHARACTERISTICS REPORT						04:39pm	
	For ALL Enrolled and Placed Participants							
	For All JTPA Subgrants							
	PERIOD: 07/01/1997 TO 06/30/1998							
CHARACTERISTICS GROUP DESCRIPTIONS	181-IIA/C 8%-50% SECG/GAIN ALL ENROLLED ALL PLACED NUMBR PERCENT NUMBR PERCENT				187-IIA/C 8%-30% SECG-AND ALL ENROLLED ALL PLACED NUMBR PERCENT NUMBR PERCENT			
TOTAL	41	100.0%	13	100.0%	34	100.0%	24	100.0%
GENDER								
FEMALE	41	100.0%	13	100.0%	6	17.6%	3	12.5%
MALE	0	0.0%	0	0.0%	28	82.4%	21	87.5%
AGE								
14 - 15	0	0.0%	0	0.0%	0	0.0%	0	0.0%
16 - 17	0	0.0%	0	0.0%	4	11.8%	2	8.3%
18 - 21	3	7.3%	0	0.0%	9	26.5%	6	25.0%
22 - 29	19	46.3%	7	53.8%	10	29.4%	7	29.2%
30 - 44	15	36.6%	6	46.2%	9	26.5%	8	33.3%
45 - 54	4	9.8%	0	0.0%	2	5.9%	1	4.2%
55 AND UP	0	0.0%	0	0.0%	0	0.0%	0	0.0%
SCHOOL DROP OUTS	16	39.0%	5	38.5%	9	26.5%	6	25.0%
RACE/ETHNIC GROUP								
WHITE (N.H.)	2	4.9%	0	0.0%	6	17.6%	6	25.0%
BLACK (N.H.)	28	68.3%	8	61.5%	16	47.1%	10	41.7%
HISPANIC	7	17.1%	4	30.8%	9	26.5%	7	29.2%
AM.IND./ALAS. NAT.	2	4.9%	0	0.0%	0	0.0%	0	0.0%
ASIAN/PACIFIC ISL.	2	4.9%	1	7.7%	3	8.8%	1	4.2%
(FILIPINO)	1	2.4%	0	0.0%	1	2.9%	0	0.0%
(CHINESE)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(JAPANESE)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(KOREAN)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(OTHER ASIAN)	1	2.4%	1	7.7%	1	2.9%	0	0.0%
(OTHER PACIF.)	0	0.0%	0	0.0%	1	2.9%	1	4.2%
LIM. ENG. SPR. ABIL.	0	0.0%	0	0.0%	0	0.0%	0	0.0%
DISABLED	0	0.0%	0	0.0%	1	2.9%	1	4.2%
EX-OFFENDERS	3	7.3%	1	7.7%	7	20.6%	5	20.8%
SINGLE PARENTS	35	85.4%	10	76.9%	3	8.8%	2	8.3%
PUBLIC ASST. RECIPNT	41	100.0%	13	100.0%	9	26.5%	7	29.2%
AFDC	41	100.0%	13	100.0%	2	5.9%	1	4.2%
SSI/SSP	0	0.0%	0	0.0%	1	2.9%	1	4.2%
GA/RCA	0	0.0%	0	0.0%	6	17.6%	5	20.8%
FOOD STAMP RECIPNT	41	100.0%	13	100.0%	9	26.5%	6	25.0%
TOTAL VETERANS	0	0.0%	0	0.0%	1	2.9%	0	0.0%
VIETNAM ERA	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HOMELESS	0	0.0%	0	0.0%	1	2.9%	1	4.2%
HARD-TO-SERVE INDIV.	41	100.0%	13	100.0%	29	85.3%	21	87.5%
ECON. DISADVANTAGED	41	100.0%	13	100.0%	33	97.1%	23	95.8%

REPORT:CCR\_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

Oct 06 1998

CUMULATIVE CHARACTERISTICS REPORT

04:39pm

For ALL Enrolled and Placed Participants

For All JTPA Subgrants

PERIOD: 07/01/1997 TO 06/30/1998

CHARACTERISTICS GROUP DESCRIPTIONS	190-IIA/C8%-30%SECG-SFUSD-STC				191-IIA/C 8%-30% CDE-JVS-LVN			
	ALL ENROLLED		ALL PLACED		ALL ENROLLED		ALL PLACED	
	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT	NUMBR	PERCENT
TOTAL	135	100.0%	0	0.0%	35	100.0%	12	100.0%
GENDER								
FEMALE	81	60.0%	0	0.0%	31	88.6%	10	83.3%
MALE	54	40.0%	0	0.0%	4	11.4%	2	16.7%
AGE								
14 - 15	2	1.5%	0	0.0%	0	0.0%	0	0.0%
16 - 17	105	77.8%	0	0.0%	0	0.0%	0	0.0%
18 - 21	28	20.7%	0	0.0%	1	2.9%	1	8.3%
22 - 29	0	0.0%	0	0.0%	11	31.4%	4	33.3%
30 - 44	0	0.0%	0	0.0%	15	42.9%	5	41.7%
45 - 54	0	0.0%	0	0.0%	8	22.9%	2	16.7%
55 AND UP	0	0.0%	0	0.0%	0	0.0%	0	0.0%
SCHOOL DROP OUTS	0	0.0%	0	0.0%	0	0.0%	0	0.0%
RACE/ETHNIC GROUP								
WHITE (N.H.)	5	3.7%	0	0.0%	33	94.3%	12	100.0%
BLACK (N.H.)	89	65.9%	0	0.0%	1	2.9%	0	0.0%
HISPANIC	21	15.6%	0	0.0%	0	0.0%	0	0.0%
AM.IND./ALAS. NAT.	1	0.7%	0	0.0%	0	0.0%	0	0.0%
ASIAN/PACIFIC ISL.	19	14.1%	0	0.0%	1	2.9%	0	0.0%
(FILIPINO)	2	1.5%	0	0.0%	1	2.9%	0	0.0%
(CHINESE)	8	5.9%	0	0.0%	0	0.0%	0	0.0%
(JAPANESE)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(KOREAN)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
(OTHER ASIAN)	7	5.2%	0	0.0%	0	0.0%	0	0.0%
(OTHER PACIF.)	2	1.5%	0	0.0%	0	0.0%	0	0.0%
LIM. ENG. SPR. ABIL.	4	3.0%	0	0.0%	33	94.3%	12	100.0%
DISABLED	19	14.1%	0	0.0%	1	2.9%	0	0.0%
EX-OFFENDERS	4	3.0%	0	0.0%	0	0.0%	0	0.0%
SINGLE PARENTS	5	3.7%	0	0.0%	3	8.6%	0	0.0%
PUBLIC ASST. RECIPNT	50	37.0%	0	0.0%	24	68.6%	8	66.7%
AFDC	49	36.3%	0	0.0%	18	51.4%	6	50.0%
SSI/SSP	1	0.7%	0	0.0%	0	0.0%	0	0.0%
GA/RCA	0	0.0%	0	0.0%	6	17.1%	2	16.7%
FOOD STAMP RECIPNT	53	39.3%	0	0.0%	28	80.0%	7	58.3%
TOTAL VETERANS	0	0.0%	0	0.0%	0	0.0%	0	0.0%
VIETNAM ERA	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HOMELESS	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HARD-TO-SERVE INDIV.	135	100.0%	0	0.0%	35	100.0%	12	100.0%
ECON. DISADVANTAGED	134	99.3%	0	0.0%	35	100.0%	12	100.0%

REPORT:CCR_RPT	PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.						Oct 08 1998	
	CUMULATIVE CHARACTERISTICS REPORT						02:48pm	
	For ALL Enrolled and Placed Participants							
	For All JTPA Subgrants							
	PERIOD: 07/01/1997 TO 06/30/1998							
CHARACTERISTICS GROUP DESCRIPTIONS	515-IIIA 60% EDWAA FA ALL ENROLLED ALL PLACED NUMBR PERCENT NUMBR PERCENT				590-IIIA 40% MIL. BASE CLOSUR ALL ENROLLED ALL PLACED NUMBR PERCENT NUMBR PERCENT			
TOTAL	469	100.0%	172	100.0%	23	100.0%	11	100.0%
GENDER								
FEMALE	315	67.2%	120	69.8%	17	73.9%	8	72.7%
MALE	154	32.8%	52	30.2%	6	26.1%	3	27.3%
AGE								
14 - 15	0	0.0%	0	0.0%	0	0.0%	0	0.0%
16 - 17	0	0.0%	0	0.0%	0	0.0%	0	0.0%
18 - 21	9	1.9%	7	4.1%	0	0.0%	0	0.0%
22 - 29	49	10.4%	23	13.4%	4	17.4%	2	18.2%
30 - 44	232	49.5%	78	45.3%	10	43.5%	5	45.5%
45 - 54	130	27.7%	50	29.1%	6	26.1%	3	27.3%
55 AND UP	49	10.4%	14	8.1%	3	13.0%	1	9.1%
SCHOOL DROP OUTS	75	16.0%	29	16.9%	1	4.3%	1	9.1%
RACE/ETHNIC GROUP								
WHITE (N.H.)	133	28.4%	46	26.7%	4	17.4%	2	18.2%
BLACK (N.H.)	79	16.8%	29	16.9%	9	39.1%	3	27.3%
HISPANIC	109	23.2%	40	23.3%	2	8.7%	1	9.1%
AM.IND./ALAS. NAT.	5	1.1%	0	0.0%	0	0.0%	0	0.0%
ASIAN/PACIFIC ISL.	143	30.5%	57	33.1%	8	34.8%	5	45.5%
(FILIPINO)	23	4.9%	6	3.5%	6	26.1%	3	27.3%
(CHINESE)	102	21.7%	42	24.4%	1	4.3%	1	9.1%
(JAPANESE)	1	0.2%	0	0.0%	0	0.0%	0	0.0%
(KOREAN)	1	0.2%	1	0.6%	0	0.0%	0	0.0%
(OTHER ASIAN)	15	3.2%	8	4.7%	1	4.3%	1	9.1%
(OTHER PACIF.)	1	0.2%	0	0.0%	0	0.0%	0	0.0%
LIM. ENG. SPR. ABIL.	127	27.1%	49	28.5%	1	4.3%	1	9.1%
DISABLED	4	0.9%	1	0.6%	0	0.0%	0	0.0%
EX-OFFENDERS	26	5.5%	13	7.6%	1	4.3%	0	0.0%
SINGLE PARENTS	64	13.6%	24	14.0%	2	8.7%	0	0.0%
PUBLIC ASST. RECIPNT	56	11.9%	23	13.4%	0	0.0%	0	0.0%
AFDC	19	4.1%	8	4.7%	0	0.0%	0	0.0%
SSI/SSP	1	0.2%	0	0.0%	0	0.0%	0	0.0%
GA/RCA	36	7.7%	15	8.7%	0	0.0%	0	0.0%
FOOD STAMP RECIPNT	54	11.5%	22	12.8%	0	0.0%	0	0.0%
TOTAL VETERANS	17	3.6%	7	4.1%	2	8.7%	1	9.1%
VIETNAM ERA	8	1.7%	4	2.3%	0	0.0%	0	0.0%
HOMELESS	94	20.0%	48	27.9%	0	0.0%	0	0.0%
HARD-TO-SERVE INDIV.	25	5.3%	12	7.0%	0	0.0%	0	0.0%
ECON. DISADVANTAGED	265	56.5%	106	61.6%	3	13.0%	3	27.3%

REPORT:CCR\_RPT

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.  
CUMULATIVE CHARACTERISTICS REPORT  
For ALL Enrolled and Placed Participants  
For All JTPA Subgrants  
PERIOD: 10/01/1997 TO 09/30/1998

Oct 08 1998  
04:24pm

CHARACTERISTICS GROUP DESCRIPTIONS	335-IIB SYETP ALL ENROLLED		ALL PLACED	
	NUMBR	PERCENT	NUMBR	PERCENT
TOTAL	1342	100.0%	1	100.0%
GENDER				
FEMALE	758	56.5%	1	100.0%
MALE	584	43.5%	0	0.0%
AGE				
14 - 15	623	46.4%	0	0.0%
16 - 17	567	42.3%	1	100.0%
18 - 21	152	11.3%	0	0.0%
22 - 29	0	0.0%	0	0.0%
30 - 44	0	0.0%	0	0.0%
45 - 54	0	0.0%	0	0.0%
55 AND UP	0	0.0%	0	0.0%
SCHOOL DROP OUTS	6	0.4%	0	0.0%
RACE/ETHNIC GROUP				
WHITE (N.H.)	66	4.9%	0	0.0%
BLACK (N.H.)	481	35.8%	1	100.0%
HISPANIC	272	20.3%	0	0.0%
AM.IND./ALAS. NAT.	4	0.3%	0	0.0%
ASIAN/PACIFIC ISL.	519	38.7%	0	0.0%
(FILIPINO)	26	1.9%	0	0.0%
(CHINESE)	339	25.3%	0	0.0%
(JAPANESE)	1	0.1%	0	0.0%
(KOREAN)	9	0.7%	0	0.0%
(OTHER ASIAN)	137	10.2%	0	0.0%
(OTHER PACIF.)	7	0.5%	0	0.0%
LIM. ENG. SPR. ABIL.	271	20.2%	0	0.0%
DISABLED	211	15.7%	1	100.0%
EX-OFFENDERS	9	0.7%	0	0.0%
SINGLE PARENTS	10	0.7%	0	0.0%
PUBLIC ASST. RECIPNT	364	27.1%	1	100.0%
AFDC	354	26.4%	1	100.0%
SSI/SSP	10	0.7%	0	0.0%
GA/RCA	2	0.1%	0	0.0%
FOOD STAMP RECIPNT	387	28.8%	1	100.0%
TOTAL VETERANS	0	0.0%	0	0.0%
VIETNAM ERA	0	0.0%	0	0.0%
HOMELESS	2	0.1%	0	0.0%
HARD-TO-SERVE INDIV.	1321	98.4%	1	100.0%
ECON. DISADVANTAGED	1342	100.0%	1	100.0%

ACT2.XLS

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

10/19/98

**ACTUAL VS PLANNED PARTICIPANT CHARACTERISTICS**

REPORT PERIOD: 07/01/97 THROUGH 06/30/98

CHARACTERISTICS	IIA 77% ADULTS		IIC 82% YOUTHS		IIA 5% OLD.IND.		IIB SYETP	
	PLAN	ACTUAL	PLAN	ACTUAL	PLAN	ACTUAL	PLAN	ACTUAL
TOTAL	574	555	68	73	99	90	1302	1342
Females	52%	61%	52%	71%	63%	53%	53%	56%
Males	48%	39%	48%	29%	37%	47%	47%	44%
Age: 14-15	0%	0%	0%	0%	0%	0%	39%	46%
Age: 16-21	0%	0%	100%	100%	0%	0%	61%	54%
Age: 22-54	91%	97%	0%	0%	0%	0%	0%	0%
Age: 55 +	9%	3%	0%	0%	100%	100%	0%	0%
AmInd(NH)	1%	1%	1%	0%	0%	0%	1%	0%
Asian+PacIsInd	39%	28%	37%	15%	49%	93%	37%	39%
Asian-India	1%	1%	1%	0%	1%	0%	1%	1%
Chinese	24%	12%	23%	8%	30%	64%	23%	25%
Cambodian	0%	0%	0%	0%	0%	0%	0%	3%
Filipino	8%	2%	8%	6%	10%	2%	8%	2%
Hawaiian	0%	0%	0%	0%	0%	0%	0%	0%
Japanese	2%	0%	2%	0%	3%	0%	2%	0%
Korean	1%	11%	1%	0%	2%	27%	1%	1%
Samoa	1%	1%	0%	1%	1%	0%	0%	0%
Vietnamese	2%	1%	2%	0%	2%	0%	2%	7%
Blacks (NH)	28%	27%	30%	19%	28%	0%	33%	36%
Hispanic (NAPL)	23%	20%	24%	62%	16%	1%	24%	20%
Whites (NH)	9%	24%	8%	4%	7%	6%	5%	5%
Others (NH)	0%	0%	1%	0%	0%	0%	0%	0%
Pub. Asst. Rec.	50%	41%	45%	17%	24%	18%	50%	27%
AFDC Recip.	18%	19%	39%	10%	4%	0%	47%	26%
SSI Recip.	1%	4%	0%	1%	0%	13%	0%	1%
GA/RCA Rec.	7%	19%	6%	6%	20%	5%	3%	0%
Food Stmp Rec.	10%	39%	10%	18%	10%	5%	10%	29%
Disabled	10%	12%	10%	4%	5%	2%	10%	16%
Homeless	5%	10%	5%	3%	5%	0%	5%	0%
HTS Adults	80%	92%	NA	NA	65%	99%	NA	NA
HTS Youths	NA	NA	80%	100%	NA	NA	80%	98%
Sch. Drpouts	NA	12%	75%	41%	NA	50%	20%	1%
Lim. Eng. Prof.	30%	35%	30%	15%	30%	86%	10%	20%
Veterans	9%	6%	2%	0%	14%	0%	0%	0%

There are no enrollment goals established for Title IIA/C 5% Incentive, Title IIA/C 8%-50% SECG-GAIN, IIA/C 8%-30% AND, IIA/C 8%-30% JVS-LVN, IIA/C 8%-30% SFUSD-STC, Title IIIA Formula Allocation, and Title IIIA 40% Base Closures.





PERSUM.97  
08/18/98

PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.  
PY 97 PERFORMANCE STANDARDS  
ENDING DATE OF REPORT: 06/30/98(Final)

Performance Measure	Benchmark Value	Actual Value	Variation	Standard Met?
--- TITLE IIA - 77% ADULT ---				
Follow Up Employment Rate	58.75%	62.60%	3.85	YES
Follow Up Weekly Earning	\$323.08	\$346.00	7.09%	YES
Follow Up Welfare Employment Rate	44.06%	46.30%	2.24	YES
Follow Up Welfare Weekly Earnings	\$248.78	\$350.00	40.69%	YES
--- TITLE IIC - 82% YOUTH ---				
Entered Employment Rate	55.91%	64.41%	8.50	YES
Employability Enhancement Rate	30.53%	22.03%	-8.50	NO
Positive Termination Rate	63.72%	71.19%	7.47	YES
--- TITLE IIIA - 60% FA ---				
Entered Employment Rate	60.12%	73.50%	13.38	YES
Average Wage at Placement	\$9.97	\$11.30	13.34%	YES
--- TITLE IIA 5% OLDER WORKER ---				
Enter Employment Rate (OIP)	43.55%	84.15%	40.60	YES
Average Wage at Placement (OIP)	\$6.56	\$7.11	8.38%	YES

## FOOTNOTES

The only data which have been confirmed or clarified by the EDD/JTPD are the "benchmark (or 'model-adjusted standard') values" and the "actual values" for the two performance measures specified for the JTPA Title IIIA (60%-Formula Dislocated Workers) Subpart Program. All of those data have been confirmed except for the "actual value" of San Francisco's "Entered Employment Rate" (which should be 73.82% as opposed to 73.50%) and the variation between it and the "benchmark value" (which should be 13.70% as opposed to 13.38%). The EDD/JTPD has not yet confirmed or clarified the data displayed for any of the JTPA Title II Subpart Programs. The "actual values" of all "followup" performance measures for the JTPA Title IIA (77%-Basic Year-Round Adult Training) Program are based on data collected by the Survey Research Center at the University of California at Berkeley. The "San Francisco Unemployment Rate" that was incorporated in the multiple regression models used to adjust the "benchmark values" of all performance measures for both JTPA Titles II and III Subpart Programs is 4.20%; it was derived from the EDD/LMID's "PY'96 Local Area Unemployment Statistics" (LAUS) Database.





(Page 1 of 1)

Report: NTW  
15:02:04 09/09/1998

Private Industry Council of San Francisco, Inc.  
Nontraditional Employment for Women Statistics  
by Grant, by Activity, by Occupation  
Report Period: 07/01/97 - 06/30/98

Page: 1

File #	Name	Comp.	Activity	Training	Case#	Case Title	Case#	Case Title	Placement	Job Title	Wage	Age	Ethnic	Return
104F18765		OCT	893110	CABINETMAKERS & BENC	1	1	871080	DRYWALL INSTALLERS	\$13.00	28	WHITE			
104F18765		OCT	893110	CABINETMAKERS & BENC	1	1	983120	HELPERS - CARPENTERS & RELATED	\$11.00	41	BLACK			
**** Grant: IIA/C 80-30% SECO-AND --- Total number of records: 2 ****														
168F220C601		IRO	553470	GENRL OFFICE CLERKS	1	1	340080	PUBLIC RELTNS SPECS & PUBLICITY WRITE	\$10.00	30	BLACK			
168F220C509		IRO	553470	GENRL OFFICE CLERKS	1	1	399990	PROFESSIONAL, PARAPROFESSIONAL TECH	\$8.00	24	WHITE	Yes		
168F220C515		IRO	553470	GENRL OFFICE CLERKS	1	1	410020	FIRST LINE SUPERVISORS & MANAGER/SUPE	\$6.50	36	WHITE	Yes		
168F220C608		IRO	851320	MAINTENANCE REPAIRER	1	1	851320	MAINTENANCE REPAIRERS - GENRL UTILITY	\$12.00	34	HISPANIC	Yes		
104F220H6		OCT	893110	CABINETMAKERS & BENC	1	1	871080	DRYWALL INSTALLERS	\$13.00	28	WHITE	Yes		
104F220H6		OCT	893110	CABINETMAKERS & BENC	1	1	983120	HELPERS - CARPENTERS & RELATED	\$11.00	41	BLACK	No		
102F220J5C4		OJT	927210	SEWING MACHINE OPERA	1	1	927210	SEWING MACHINE OPERATORS - NONWARMEN	\$10.00	40	VIETNAMESE	Yes		
**** Grant: IIA 77% ADULT --- Total number of records: 7 ****														
139F230E6		DESL	490230	CASHIERS	1	1	670050	JANITORS & CLEANERS - EXCEPT MAIDS	\$7.00	72	KOREAN	Yes		
**** Grant: IIA 5% OLDER INDIVIDUAL --- Total number of records: 1 ****														
137E270E5		DESL	553470	GENRL OFFICE CLERKS	1	1	490210	STOCK CLERKS - SALES FLOOR	\$8.00	21	HISPANIC	Yes		
**** Grant: IIC 82% YOUTH --- Total number of records: 1 ****														
118E515G501		IRO	340350	ARTISTS & RELATED WO	1	1	340382	DESIGNERS - EXCEPT INTERIOR DESIGNERS	\$19.23	26	WHITE	Yes		
141F515G605		IRO	830050	PRODN INSPECTORS, TE	1	1	251990	COMPUTER SCIENTISTS	\$10.00	35	WHITE	Yes		
124E515G613		IRO	830050	PRODN INSPECTORS, TE	1	1	830050	PRODN INSPECTORS, TESTERS, GRADERS, S	\$13.25	41	CHINESE	No		
178E515G513		IRO	971020	TRUCK DRIVERS - HEAV	1	1	971080	BUS DRIVERS	\$9.00	34	BLACK	Yes		
178E515G512		IRO	971020	TRUCK DRIVERS - HEAV	1	1	971050	TRUCK DRIVERS, LIGHT - INCLUDE DELIVE	\$9.00	25	BLACK	Yes		
111F515H61		OCT	553470	GENRL OFFICE CLERKS	1	1	560020	BILLING, POSTING, & CALCULATING MACH	\$7.00	40	CHINESE	Yes		
134E515H65		OCT	553470	GENRL OFFICE CLERKS	1	1	253020	OPRNS & SYSTEMS RESEARCHERS	\$20.00	41	WHITE	No		
111F515H63		OCT	553470	GENRL OFFICE CLERKS	1	1	251110	PERSONNEL, TRNG, & LABOR RELTNS SPECS	\$20.00	47	WHITE	No		
111F515H62		OCT	650410	COMBINED FOOD PREPAR	1	1	670050	JANITORS & CLEANERS - EXCEPT MAIDS	\$7.50	34	CHINESE	No		
111F515H66		OCT	650410	COMBINED FOOD PREPAR	1	1	830050	PRODN INSPECTORS, TESTERS, GRADERS, S	\$5.50	41	OTH ASIAN YE	No		
111F515H66		OCT	650410	COMBINED FOOD PREPAR	1	1	927260	LAUNDRY & DRYCLEANING MACHINE OPERAT	\$6.25	37	CHINESE	Ye		
111F515H66		OCT	650410	COMBINED FOOD PREPAR	1	1	670050	JANITORS & CLEANERS - EXCEPT MAIDS	\$9.60	33	CAMBODIAN YE	No		
137F515H63		OCT	660050	MEDICAL ASSISTANTS	1	1	939560	ASSEMBLERS & FABRICATORS -	\$7.50	35	CHINESE	Yes		

```
***** Grant: IIIA 60% EDWAA FA          --- Total number of records: 13          *****
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PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

NOTICE of a PUBLIC MEETING  
of the  
PRIVATE INDUSTRY COUNCIL

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PUBLIC LIBRARY

Please RSVP to the PIC's receptionists at 415/431-8700 no later than Friday, November 6

DATE:	Tuesday, November 10, 1998
TIME:	3:00 - 4:30 P.M.
LOCATION:	PG&E Energy Center 851 Howard Street (between Fourth & Fifth streets)

*Revised agenda appears on reverse side*

*Revised November 10, 1998*



*If you require special accommodation due to a disability, please call Roberta Fazande at 431-8700 or TDD (800) 735-2929 (CRS) at least 72 hours in advance*

**Know your rights under the Sunshine Ordinance**  
(Chapter 67 of the San Francisco Administrative Code)

*Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.*

*For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 415/554-6075.*

**Revised Agenda**

**PRIVATE INDUSTRY COUNCIL**

*Meeting of November 10, 1998*

**1. Public testimony on agenda items \* \***

**2. Adoption of agenda \***

**3. Approval of minutes**

- a. From the Council's September 8 meeting (enclosed) \*
- b. From the Board of Directors' October 20 meeting (enclosed; vote by Directors only) \*

**4. Chairman's report**

- a. Welcome of new members
- b. Appointment of new Planning Committee chairman
- c. Board of Directors' October 20 meeting (enclosed)
- d. Proposed Memorandum of Understanding (MOU) between the PIC and the S.F. Housing Authority (revision enclosed) \*

**5. Forum**

Patricia Barraza, Member, & Susan Kim, Director, San Francisco Youth Commission  
Discussing the Commission's work and the challenges and benefits of integrating youths on boards

**6. Committee reports**

- a. Planning Committee --- Brent Andrew
  - 1. Summary report on 1998 summer youth programs & recommendations (previously mailed) \*
  - 2. Recommendations for a midterm modification to the PY'98 JTPA Job Training Plan (previously mailed) \*
  - 3. Update on the responses to the Request For Qualifications (RFQ) for the CalWORKs Employment and Training Program (previously mailed)
- b. Jobs For Youth --- Mark Mosher

**7. Staff reports**

1999 EDD Labor Market Information contract with PIC for Occupational Outlook report (enclosed) \*

**8. President's report (enclosed)**

- a. Committee of Contracting Agencies (CCA) Workforce Development Forum
- b. Tagline for PIC logo
- c. Welfare-to-Work Urban Initiative
- d. Status of CalWORKs activities
- e. PY'97 annual report to the Governor (previously mailed)
- f. Emergency action requested for approval in concept for the PIC, Inc. to apply to the U.S. Department of Labor for a "Youth Opportunity Area Project" Grant (enclosed) \*

**9. Public testimony on non-agenda items \* \***

\* *May require action by the Council*

\*\* *Up to 15 minutes are scheduled for public testimony. The Chairman may set in advance a time limit for the testimony of individuals or organizations.*



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

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(In Re: Item 4.d. of the Proposed November 10th Revised Agenda)

MEMORANDUM

TO: ALL MEMBERS OF THE COUNCIL

DATE: NOVEMBER 9, 1998

FROM: STEVE ARCELONA

SUBJECT: REVISIONS TO THE MEMORANDUM OF UNDERSTANDING THAT IS BEING PROPOSED BETWEEN THE PIC, INC. AND THE SAN FRANCISCO HOUSING AUTHORITY

The Housing Authority's legal counsel has suggested that two paragraphs be substituted for the very last paragraph in the draft of the proposed agreement between it and the PIC, Inc. that was distributed on October 30th with the agenda for the Council's November 10th meeting.

Basically, it is being suggested that:

- the proposed agreement should explicitly require all modifications to it to be in writing; and
- the proposed agreement should not be subject to an abrupt termination and that a period of at least 30 days should be incorporated before either party can carry out a notice of its intention to terminate it.

The PIC's legal counsel and I concur with both suggestions. A revised draft of that proposed agreement, incorporating both of them in the last two paragraphs, is attached.

cc: Ronnie Davis, SFHA [Fax (415) 241-1024]  
Matthew Thomas, SFHA [Fax (415) 447-1782]  
Sharen Hewitt, SFHA-SFDHS [Fax (415)]  
Keith Choy, MOCJC [Fax (415) 554-6995]  
Paul Gibson [Fax (510) 986-0993]  
PIC Staff

Attachment





## Memorandum Of Understanding

**WHEREAS** the Private Industry Council of San Francisco, Inc. offers a variety of both group-based and individualized employment and training opportunities that address the labor force needs of almost any resident of a public housing development managed by the San Francisco Housing Authority or of private housing financed through the SFHA's "Section 8 Program";

**WHEREAS** the rates at which SFHA clients have sought and acquired the opportunities that are available to them in the PIC's program system seems to be lower than they have been in the past;

**WHEREAS** implementation of the federal *Workforce Development Act of 1998* by the PIC and others, implementation of the CalWORKs Program and the Personal Assisted Employment Services (PAES) Program by the San Francisco Department of Human Services and others, and implementation of the HOPE VI and other self sufficiency programs by the SFHA will increase the aggregate number of employment and training opportunities that are potentially available for SFHA's clientele;

**WHEREAS** the potential choices for and benefits to SFHA's clientele would be greatly enhanced if their access to information about all of those and other related employment and training opportunities is coordinated, arrayed comprehensively, and offered in easily accessible one stop locations such as the "San Francisco Career Link Center System" which is now being developed by a partnership comprised of the City College of San Francisco, of the PIC, of the SFDHS, and of other related federal, state, and local organizations;

**WHEREAS** the SFHA could make valuable contributions to both its clientele and "San Francisco's Career Link Center System" if it were to make a commitment to participate actively in the partnership that is creating the "San Francisco Career Link Center System"; and,

**WHEREAS** the administrations of the SFHA and the PIC are poised to collaborate much more closely than has been the case recently;

**BE IT RESOLVED** that the San Francisco Housing Authority Commission and the Private Industry Council of San Francisco instruct the executives of both the SFHA and the PIC, Inc.:

1. to establish a series of periodic meetings in which:
  - a. specific goals and objectives that are common to both organizations can be developed and, if changes in policies are required for either organization, proposed for adoption by their respective policy makers or, if already authorized in the organization's policies, implemented immediately;
  - b. specific areas of organizational collaboration (e.g., between the planning units of each organization, between the program managers of each organization, between the accounting units of each organization, between the management information systems units of each organization, between the data analysts and program evaluators of each organization, etc.) can be identified and specific staff assigned to implement those goals and objectives; and
  - c. the procedures by which progress in achieving established goals and objectives shall be periodically reported, through the executives of each organization, to their respective advisory bodies and policy makers;
2. to determine whether the SFHA should become a partner in the "San Francisco Career Link Center System" and, if so,
  - a. what could the SFHA offer the system and how could it benefit from participating in it; and
  - b. what could the system offer the SFHA and its clientele and how could it benefit from the SFHA's participation in it as a partner; and
3. to determine if there are opportunities for the SFHA and the PIC to collaborate in the development of joint proposals that would benefit the clientele of both organizations and, if there are, to develop those proposals for the consideration of both sets of policy makers.

Any modification to this Memorandum of Understanding shall be in writing.

This Memorandum of Understanding may be terminated by either party upon 30 days written notice to the other party of its intention to terminate the Memorandum of Understanding.

---

Ronnie Davis  
Executive Director  
San Francisco Housing Authority

---

Steve Arcelona  
President  
Private Industry Council of San Francisco, Inc.

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Date Signed

---

Date Signed

Draft, as Revised on 11/05/98

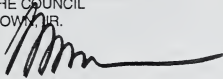


PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

(In Re: Item 8.f. of the Proposed November 10th Revised Agenda)

MEMORANDUM

TO: ALL MEMBERS OF THE COUNCIL  
MAYOR WILLIE L. BROWN, JR. DATE: NOVEMBER 9, 1998

FROM: STEVE ARCELONA 

SUBJECT: "APPROVAL IN CONCEPT" REQUESTED FOR THE PIC, INC. TO APPLY TO THE U.S. DEPARTMENT OF LABOR FOR A "YOUTH OPPORTUNITY AREA PROJECT" GRANT

In early September, the U.S. Department of Labor issued a Solicitation for "Youth Opportunity Area Project" Grant Applications to be financed under Title IVD of the *Job Training Partnership Act* and, in late October, Congress and the Administration agreed on legislation for Federal Fiscal Year 1999 which would appropriate monies for such projects. The objective of these "pilot demonstration (projects is) ... to increase the long term employment of youths living in high poverty areas. In these pilot projects, Opportunity Areas are created in targeted communities to expand employment, education, and training opportunities for out-of-school youths ages 16-24, with priority given to high school dropouts. The Department expects to award five grants of approximately \$2.25 million each for a period of 18 months". This nationwide competition is limited to:

- "Service Delivery Areas ... covering urban ... sites designated by the (U.S. Department of) Housing and Urban Development ... as Enterprise Communities"; and,
- within those designated "Enterprise Communities", to "a contiguous set of census tracts with a (total) population of at least 10,000 (persons) in the 1990 Census (but not exceeding 15,000 persons)."

The only census tract or set of contiguous census tracts of the City and County of San Francisco which meets those criteria is Census Tract Number 229 in the Mission District. Please refer to the attached map from the PIC's unsuccessful May 1996 application for a similar JTPA Title IVD Project Grant. Because the total population limits for that grant application were from 10,000 to 20,000 persons, the proposed Opportunity Area comprehended three contiguous census tracts (i.e., numbered 229, 609, and 231) in both the Mission and the Bayview Hunters Point Districts.

Last week, representatives of the Mayor's Criminal Justice Council indicated they are particularly interested in composing an application for one of these grants and the MCJC has retained a consultant to do so. So far, there have only been two meetings between representatives of the PIC, of the MCJC, of its consultant, of the Mayor's Office of Community Development (which administers San Francisco's "Enterprise Community" Grant), of the Mayor's Youth Employment and Education Program (MYEEP), of the new "San Francisco School-to-Career Partnership", of the Youth Guidance Center, and of several community based organizations serving the Mission District. While it is clear the Labor Department is looking for applications that incorporate broad private-public partnerships and intensive case management, job development, and post-employment retention support services, no concrete proposed plan, proposed subcontractors, or staffing patterns have been developed yet.

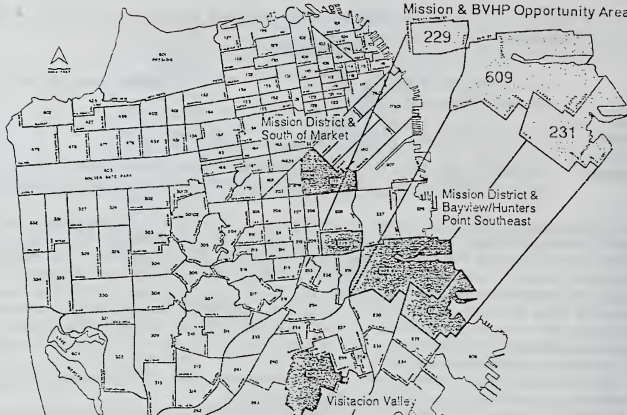
Since the grant applications are required to be submitted on or before Monday, December 7th in Washington, D.C., we are asking you to approve, in concept, a grant application that would be submitted on behalf of the PIC, Inc. and an array of partners that have yet to be determined. If you provide the tentative approval requested today, we would proceed to complete the application with the MCJC and its consultant, submit it to the Labor Department by the deadline, and then return to ask for your ratification of it at your next scheduled meeting on January 12th of next year.

cc: PIC Staff, Keith Choy, MCJC [Fax (415) 554-6995], and Paul Gibson [Fax (510) 986-0993].

1650 Mission Street, Suite 300, San Francisco, CA 94103-2490  
415/431-8700 Fax 415/431-8702 TDD 800/735-2929 (CRS)

# SAN FRANCISCO ENTERPRISE COMMUNITY

Mission & BVHP Opportunity Area



Age range	Total	In school	Out of school
Age 16-19 (from STF3A, below)	1,361	1,072	289
Age 20-24	1,769	assume 0	1,769
Total, 16-24	3,130	1,072	2,058

1990 Population Census Summary Tape File 3A	Tract 229 (Mission)	Tract 231 (Bayview & Hunters Point)	Tract 609	Totals for All Three Tracts
Total (All Ages)	11,153	8,383	172	19,708
Total In Poverty (All Ages)	2,799	3,468	79	6,346
Ages, 16-17	371	412	0	783
Ages, 18-24	1,486	833	28	2,347
<b>Ages 16-24:</b>				
Females	863	670	22	1,555
Males	994	575	6	1,575
<b>Ages 16-24:</b>				
African-American (includes Hispanics)	104	1,011	22	1,137
Am. Indian & Eskimo (includes Hispanics)	0	0	0	0
Asian & Pac. Islander (includes Hispanics)	125	123	6	254
White (includes Hispanics)	727	51	0	778
Other Races (includes Hispanics)	901	60	0	961
Hispanic	1,505	60	0	1,565
<b>Ages 16-19:</b>				
In-School	/1. 568	504	0	1,072
Out-of-School	/1. 163	126	0	289
<b>Ages 16-19:</b>				
Labor Force Member	/1. 391	265	0	656
Employed	/1. 254	151	0	405
Unemployed	/1. 137	114	0	251
Not In Labor Force	/1. 340	365	0	705

/1. STF3A does not provide school/labor force data for age 20-24; persons 16-19 comprise 43% of these tracts' persons 16-24.









